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# Public Works

## *Digest*

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*In This Issue...*  
**Housing**



**US Army Corps  
of Engineers®**

*Special Section:*  
**USACE Workshop**

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Vol XV, No.1



## US Army Corps of Engineers®

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## LETTER FROM THE EDITOR



*Once again, it is time for the housing issue of the Public Works Digest, and it is not surprising that housing privatization dominates it. Partnering with the private sector is no longer an option but a must if our installations are to become and remain communities that make everyone proud. Sadly, we cannot afford to do it on our own.*

*Don Spigelmyer is now the Army's Residential Communities Initiative (RCI) Program Director, replacing long-time Director Ted Lipham who recently retired. Don is no stranger to the Digest as he and his staff have always contributed to the housing issue. Their article provides an excellent update on what the program is accomplishing and hopes to accomplish and details how they are doing that.*

*If you go to the RCI website ([rci.army.mil](http://rci.army.mil)), you will see the program's objectives are "to create world-class, quality residential communities; leverage assets and scarce funds; and obtain private sector expertise, creativity, innovation and capital." The articles in the RCI section about Forts Hood, Meade, Stewart, Eustis, Story and Monroe, Hunter Army Airfield and the Military District of Washington are living proof that The Army is on track for meeting the RCI's overarching goal of eliminating inadequate housing by the year 2007.*

*The housing community is a most hospitable one. I would like to thank the nice folks in the ACSIM's Army Housing Division for contributing so many of the excellent articles scattered throughout this issue. Who better to provide our installations with the latest on policy and objectives for family housing, barracks, and master planning? And a very special thank you goes to Sharon Bonar, editor of Defense Communities, for sharing some of the Army stories from that premier housing publication.*

*This year, the PHMA (Professional Housing Management Association) conference took place in Nashville, Tennessee, last February. Look for intern Deborah Falkowski's perspective on this annual event in the Professional Development section. Marianne Winch and Pat Robinson also give us their take on the benefits of attending this conference.*

*George McKimmie, Army Housing Division Chief, is the subject of this issue's Who's Who column. He is currently putting his magical powers to good use assisting BG McDonald, new IMA Region Director for Korea, in attracting quality personnel with quality facilities.*

*Although this is the housing issue, it also provides complete coverage of the USACE Workshop held in conjunction with the annual Black Engineer of the Year Awards Conference (BEYAC) last February. This workshop gives all who are interested in pursuing careers in science and technology the opportunity to meet with and listen to presentations made by senior leaders from the top echelons of the U.S. Army Corps of Engineers. Among these were Chief of Engineers LTG Bob Flowers, Director of Military Programs MG Carl Strock, former Deputy Director of Military Programs Bill Brown, Deputy Director of Military Programs Dwight Beranek, Installation Support Division Chief Kristine Allaman, South Pacific Division Director of Military and Technical Services Steve Browning, Transatlantic Programs Center Engineering Division Chief Chris Hinton-Lee and many more. We are proud to report that this year the BEYAC committee bestowed the award for Professional Achievement in Government on one of The Army's own—BG (P) Ronald Johnson, Commander of the Pacific Ocean Division. Please read the article on p.38 for all the details.*

*Our next issue will deal with the environment, so sharpen those pencils and start writing. Our readers worldwide want to know what you are doing on your installations to preserve and restore the environment. Until next time...*

*Alexandra K. Stakhiu*

Editor, Public Works Digest **PWD**



## Army's Residential Communities Initiative (RCI) program gains momentum

by Joyce VanSlyke and Theresa Adams

As you are aware, the Department of Defense (DoD)/Army goal is to eliminate all inadequate family housing in the United States by 2007 using a combination of: (1) traditional Military Construction (MIL-CON), (2) Basic Allowance for Housing (BAH) increases, and (3) Privatization. In 1996, the Military Housing Privatization Initiative Act (MHPI) provided the Military Services with the authorities to leverage scarce funds and assets to obtain private sector capital and expertise to operate, manage, maintain, improve and build military housing in the United States.

The Army's housing privatization program, known as the Residential Communities Initiative (RCI), is an essential element for solving the Army's acute family housing problem. The RCI program is dedicated to building quality residential communities for soldiers and their families.

The RCI program is built on partnerships with private sector developers who can leverage private sector capital for the 50-year term of the project. Their expertise, experience, innovation and willingness to work collaboratively with key stakeholders are essential elements of the program's success. To date, the RCI program has had tremendous success in attracting this type of development partner.

The RCI program focuses on the total residential community (not just houses) and uses a Request For Qualifications (RFQ) acquisition process. The RFQ process attracts nationally recognized developers who bring best practices / innovations to our privatization projects. This best value process reduces time and costs for both Army and private sector developers. The RFQ process evaluates and awards to the firm that is the most highly qualified to create a mutually agreed upon business plan to meet the Army's requirements.

The majority of the RCI sites

utilize/will utilize a two-step RFQ process that will save money and expedite the process by announcing multiple sites at one time.

Step 1, of the two-step RFQ process, determines the competitive range for a group of projects using five evaluation factors. Step 2 then allows those in the competitive range to propose for any or all of the projects listed in Step 1 as they are individually solicited (not grouped). Step 2 uses 4 evaluation factors.

The Community Development and Management Plan (CDMP) begins when the two-step procurement process is complete. The Army awards a contract to the selected development partner to work with the installation to prepare a CDMP. The CDMP serves as the business plan for the specific RCI project, and it sets forth the proposed terms of the developer's long-term relationship with The Army.

The CDMP consists of three main components: (1) Development Plan, (2) Financial Plan and Transactional Instruments, and (3) Operations, Maintenance, and Property Management Plan. The CDMP development takes about seven months. During the first six, the selected developer works closely with Army to craft the CDMP. The Army staffs the CDMP, and then submits it to Congress for review.

If Congress does not object to the project, the Army issues a Notice to Transition and the developer is paid a fixed sum for the CDMP. In return for this payment, the Army is granted full and unlimited rights to use the CDMP.

Approximately three months later, housing assets/operations are turned over to a partnership, which is typically a limited partnership or limited liability company that includes the Army and development partner as limited partners / members.

The RCI program promotes and emphasizes the use of local businesses, large, small and/or disadvantaged. RCI projects are comprehensive and historically have resulted in substantial benefits for many local businesses, including those that qualify for consideration as small, disadvantaged, minority, or woman owned.

The Army is committed to ensuring small businesses are included in RCI projects. An offeror's Small Business Utilization Plan is an evaluation factor in the solicitation, and the process requires them to submit detailed information on past, present and future small business utilization — including plans.

Offerors must articulate their firm's approach to ensuring that small businesses will have maximum subcontracting opportunities. They must also provide plans for how much of the overall cost of the RCI project will be subcontracted to small businesses.

RCI solicitations require offerors to outline plans and schedules for conducting small business outreach events to inform local business of the RCI project and associated opportunities. Each of the partners at the four initial RCI sites has conducted conferences for local (large and small) businesses to educate and encourage companies to participate in the housing privatization program.

The Army continues to work with local communities to improve small business outreach efforts and has established reporting requirements that require partners to provide specific statistics. Partners Selected include:

- Fort Carson, CO—J.A. Jones
- Fort Hood, TX—Actus Lend Lease
- Fort Lewis, WA—EQR Residential
- Fort Meade, MD—Picerne Real Estate Group

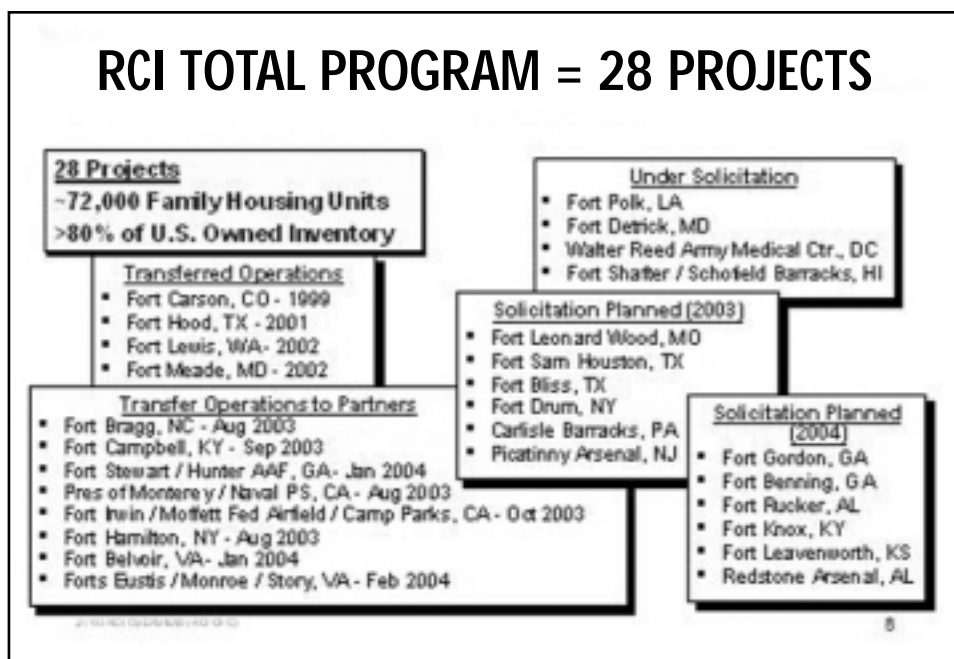


- Fort Bragg, NC—Picerne Real Estate Group
- Fort Campbell, KY—Actus Lend Lease
- Fort Stewart/Hunter Army Air Field, GA—GMH Military Housing, LLC
- Presidio of Monterey, CA—Clark Pinnacle Family Communities, LLC
- Fort Irwin/Moffett Fed Airfield/Camp Parks, CA—Clark Pinnacle Family Communities, LLC
- Fort Hamilton, NY—Hudson Fort Hamilton, LLC
- Fort Belvoir, VA—Clark Pinnacle Family Communities, LLC
- Fort Eustis/Story/Monroe, VA—J.A. Jones Community Development Co. January 2003

The Army will invest approximately \$224 million from Army Family Housing Construction (AFHC) in the first 12 projects, and the developers will provide over \$4 billion in private capital during the initial development period (4-10 years). Private capital consists of developer equity and debt underwritten by the BAH income stream, (debt being the main source of financing).

We have been very successful in leveraging appropriated funds and housing assets to obtain private capital for new construction and renovation. Other installations are being identified and programmed for housing privatization in FY 2005 – out.

Like any successful program, the RCI Program does have a few challenges that need to be worked very early on and often throughout the process. Some of these challenges include requirements determination, communication with all key stakeholders - bring them into the process early, schools, standards among RCI projects, proposed construction footprints - identifying appropriate footprints at the beginning of the process and sticking to that footprint, resident utilities, utilities privatization, environmental issues - surface early - chlordane, toxic mold, etc, and lastly, historic properties.



It is absolutely crucial RCI PMs work with the State Historic Preservation Office early in the planning stages. The key to addressing and resolving these and all other challenges is early coordination and teamwork.

Portfolio and Asset Management (PAM) functions will ensure that The Army's RCI Program investments; assets and portfolio are fully protected against any current and potential crises and/or shortfalls over the next 50+ years.

RCI performance will be measured based on:

- (1) soldier's satisfaction with housing.
- (2) continuous enhancement / preservation of housing over the life of the project.
- (3) mitigation of risk to the project.
- (4) successful completion of housing development scope of work.

To measure performance, RCI PAM will be established at two levels. The first, Portfolio Management (PM), includes the information required by Headquarters with the objective of

assessing and assuring the overall success of RCI. Information collected and analyzed at Headquarters will also be provided back to the installation to enhance success of individual projects.

The second level, Asset Management (AM) will focus on information prepared/used by the installation to assess the success of its project. Army's approach to PAM will meet the specific needs of each Army housing privatization project and also provide key lessons learned to enhance and improve the policies/procedures at existing projects as well as drive a "best practice" approach for future projects.

The bottom line is the RCI program provides quality, sustainable residential communities for our soldiers and their families. Feedback on the RCI program has been very positive and there is considerable enthusiasm from The Army's senior leadership and soldiers and their families. The RCI program is giving us the opportunity to provide better homes and communities to Army families much sooner than traditional methods.

For additional program information, please visit the Army's RCI website at [rci.army.mil](http://rci.army.mil).

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Joyce VanSlyke and Theresa Adams are RCI Program Managers at HQDA.

PWD



# Fort Hood's RCI demonstrates success

by Robert Erwin

Fort Hood, Texas, families are celebrating the grand opening of a new community at the central Texas home to over 42,000 soldiers. Kouma Village is adding 224 new four-bedroom homes and a host of amenities, including a "Central Park" and age-specific playgrounds.

Also in the offing are several new community centers with swimming pools and recreational facilities. The Kouma center will include a new Head Start facility, the result of a unique partnering arrangement. Each of the centers is designed to meet the needs of the community it serves and will help provide residents with a full service environment.

Kouma Village already enjoyed its own elementary school and child care center, and close work by Fort Hood Family Housing (FHFH) and post officials with the Army and Air Force Exchange Service means that Kouma will also soon be served by a new retail facility, within easy walking distance of most homes.

The Kouma celebration marked another success for Fort Hood Family Housing LP (FHFH), a pioneering partnership between the Army and Actus Lend Lease (Actus) of Napa, California. In just 16 months of operation, the partnership has moved quickly, providing new homes for over 70 families, and moving over 100 others into revitalized and renovated homes.

And the speed of progress continues to escalate. In March, new homes will be coming on line at the rate of 40 a month; by early summer, major conversions will be available at the rate of 12 a month and renovations will greet families at the rate of 28 a month. In addition, landscaping projects, tot lots, hike and bike trails and tailored fencing solutions are readily in evidence across the vast landscape of Fort Hood's 13 villages.

U.S. Congressman Chet Edwards (D-TX) joined Fort Hood commander, Lieutenant General Thomas F. Metz, and



*Congressman Chet Edwards (D-11th, TX), Peter Koziol (CEO, Actus Lend Lease), Kevin Cooper (office of Senator Kay Bailey Hutchison, R-TX), Lt Gen Thomas F. Metz (CG, Fort Hood), present the new home and community key to Kouma Village Mayor Pamela Turner and Community Manager Tracey Foster.*

Actus CEO Peter Koziol in congratulating the partnership for the many improvements already provided the 5,900 plus families living on the installation. Edwards, a key proponent in moving the Military Housing Privatization Initiative over numerous hurdles, credited the partnership with fast action in providing well-planned improvements for families.

New homes being built in several villages, directly address both the deficit and the market needs at Fort Hood. The 1,740 square foot homes will accommodate junior NCO families with three to four children. The homes have 2 1/2 bathrooms and are already rated as exceeding energy star standards. The design focuses on flexible living space and large storage areas. Additionally, large, fully fenced yards provide larger families with lots of living space.

The initial five-year development scope of the project will see 974 new homes constructed. In addition, 640 apartments will undergo a major conversion to become 320 4/5 bedroom, 3 bath town homes, designed for the larger families of senior NCOs. This

latter project will also dramatically reduce the density of families and cars in a typically "overdeveloped", mid-1970s community. Revitalizations and renovations will touch over 4,600 homes during the project and provide community centers and other amenities in older villages as well.

Development, design and construction are proceeding ahead of schedule and under budget. Army program managers and residents alike are rating quality and satisfaction at "outstanding" levels. Resident involvement in the design and planning process has proven to be a key ingredient in providing families with homes and amenities that they need and enjoy.

## Residential services are a priority

Whether residents live in brand new or renovated homes, the clear priority is superior property management service. Army officials at Fort Hood point with pride to the results of the recent RCI surveys that showed Fort Hood residents are giving the partnership high ratings for their work in







property management. Overall resident satisfaction is highest at Fort Hood compared to all other privatized Army housing. Even during a potentially turbulent transition period (from government to privatized operations), overall resident satisfaction remained among the highest of installations surveyed.

A core Army team provides a "One-Stop Shop" for incoming soldiers with all of the critical and familiar services of registering for on-post homes, providing off-post referrals, and managing deposit waiver programs. Exceptions to policy and accommodating families with special needs are met with one-on-one service.

Military housing professionals work side by side with the private sector property management team from Lend Lease Residential. They ensure a seamless transition to the residential services coordinators and community managers who will manage the transition in and out of the homes and provide the community services and programs that will provide a true sense of "home" during a family's stay at Fort Hood.

A successful residential services package relies heavily on maintenance services. All Star Maintenance was selected by the Actus team to fulfill the 24x7 requirement. Once again, residents are rating the quality of services consistently high as the team serves the Army's single largest inventory of homes, which range from brand new to 55 years in age.

Property management and maintenance survey cards are completed by residents at every point of contact. Scores are consistently coming in at near perfect ratings. Performance is evaluated by the Army program management team on a monthly basis to ensure that residents are being well served.

#### Resourcing improved quality of life

Soldiers and their families at Fort Hood are realizing the benefits in BAH increases based upon the diligent efforts of the Fort Hood Housing Office over the last 30 months.

From FY00 to FY03, soldiers saw a 21.1 percent weighted average increase in their BAH. This has provided an overall average increase for E1-E2 of 52.8 percent; 49.1 percent for E3, and 41.3 percent for E4.

The FY03 weighted average for Fort Hood's on-post program is 10.9 percent—more than anticipated. The increase in housing dollars available for soldiers residing off-post totals \$48 million over the last 30 months.

#### Serving a Trained and Deployable Force

The joint-team property management program at Fort Hood blends the best aspects of the private sector with a wealth of experience in the military culture to meet the unique needs of the Army family.

The current world situation has led to the deployment of large numbers of soldiers from Fort Hood, providing one of the most challenging environments for housing professionals. The FHFH housing team has been involved in all phases of planning for deployments, including work with the Family Assistance Center and providing counseling at pre-deployment briefings for soldiers and their families.

The focus is simple: ensure that resident families are well cared for while soldiers are deployed. That means that maintenance services are prepared to meet increased demands and that family programs are tailored to individual neighborhoods and villages and designed to help fill the inevitable void that occurs when soldiers ship out.

One of the most critical measures of the quality of communities has always been the willingness and desire of families to remain where they are when sponsors deploy. FHFH officials are pleased to see that very few families are electing to leave their on-post homes and go to other locations to

be with families. It appears that Fort Hood's families are increasingly happy with the quality, security, support programs, and comfort of home and community in Central Texas.

**PWD**

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## Showcase your installation

***Would you like to see your  
installation featured in  
the Public Works Digest?***

If you have an interesting story to tell,  
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and you may be on our next cover.

## Coming Soon

**Look for the May/June 2003  
issue of the Public Works Digest  
on Environmental Issues**



## Army announces RCI partner for three Virginia installations

The Army recently announced the selection of the private partner for Forts Eustis, Story and Monroe, Va., under the Army's Residential Communities Initiative (RCI).

J. A. Jones Community Development Company, LLC was awarded a contract for the Forts Eustis, Story and Monroe family housing privatization project. In a collaborative effort, J. A. Jones Community Development Company, LLC and the Army will work to jointly forge a Community Development and Management Plan (CDMP), which will be the blueprint for the Army's residential communities at these three Virginia installations.

The planning phase will take six months or less. Upon acceptance of the CDMP by the Army, Office of Management and Budget, Department of Defense (DoD) and Congress, project implementation will begin. It is estimated that construction will begin in the late fall of 2003. Providing soldiers and their families with safe, attractive, affordable housing and modern communities is a major priority for the DoD and the Army.

The Assistant Secretary of the Army for Installations and Environment has overall responsibility for the RCI program. The Army's RCI vision is to provide world-class residential communities for uniformed service members and their families, not just to build houses.

The first phase of the project will last approximately five years and will result in the construction of 1,155 new replacements homes, the revitalization of 23 homes and the renovation of 15 historic homes. In addition, a host of other ancillary facilities and amenities will be constructed to meet the family housing needs at the three Virginia installations.

The J. A. Jones Community Development Company, LLC will develop, redevelop, construct, own, manage and maintain the housing units; maintain the grounds of unoccupied units and public areas; construct and maintain the roads and infrastructure in associated areas; and reinvest profits for future renovations and replacements.

The RCI effort will improve, in a short period of time, the quality of life for over 1,100 uniformed service members and their family members. The overall family housing appearance and function within the three Virginia installations will be improved by weaving the natural and built environments together as planned communities, while at the same time protecting cultural resources and meeting environmental responsibilities.

The J. A. Jones Community Development Company, LLC will commit an estimated \$132 million for construction and renovation of the family housing communi-

ties at Forts Eustis, Story and Monroe. The project is valued at approximately \$782 million over its 50 years.

This is the twelfth RCI CDMP contract to be awarded under the Request for Qualification (RFQ) process. The RFQ process demonstrates and implements the Army's philosophy of partnering — not just outsourcing — with the private sector.

The planning for the Forts Eustis, Story and Monroe RCI housing will follow traditional community land planning concepts. RCI housing will be designed to meet the needs and lifestyles of today's Army families. The new housing will consist of single-family detached and duplex homes designed to complement the regional architecture of the Hampton Roads area. All homes will have modern interior layouts with plenty of storage and energy saving appliances. These amenities combined with the innovative community designs will dramatically increase the quality of life for the nations uniformed service personnel and their families in the Army's pursuit of installation excellence.

*For more information, please go to the RCI program site: <http://www.rci.army.mil>*

**PWD**

## Getting Army families into quality housing faster

*by Verdelle Lambert*

The number of military installations that are turning their family housing operations over to private sector developers is growing ... and there's little wonder why.

By the Department of Defense's own account, approximately 60 percent of its family housing units worldwide are considered inadequate, and it would take more than 20 years and cost as much as \$16 bil-

lion to fix the problem using only traditional military construction. Congress addressed this problem in 1996 by giving the armed services wide-ranging authorities to encourage the private sector to invest in, develop, redevelop, build, own, manage, and maintain the family housing units at their installations. At a minimum, privatization must yield three times the number of housing

units as traditional military construction for the same amount of appropriated dollars.

The Army's version of privatization is called Residential Communities Initiative (RCI).

"The goal of the program is simple," said Jeanne C. Adams, Fort Stewart/Hunter Army Airfield RCI program manager. "It's to







provide a better quality of life for our soldiers and their families by creating great communities. That's achieved principally by using private financing techniques to generate enough money to build homes that are comparable to homes in the community." Here's how it works: The Army leases the land to its partner for 50 years and conveys all improvements; in addition, the partner receives the soldier's Basic Allowance for Housing (BAH) as a source of revenue. The real estate assets, along with a fixed revenue stream, can be used to borrow significant funds. The partner owns and manages the military family communities for the duration of the land lease. [There's a 25-year optional extension to the 50 years. Depending on the amount of BAH, the government may also contribute equity at the beginning of the deal as it did for Fort Hood, Texas.]

"Because we can leverage dollars, we can do a lot more work than what the federal government would ever appropriate for a project of this size and scope," said Richard C. Taylor, senior vice president of GMH Military Housing,\* the developer RCI selected as the private partner for the Fort Stewart/Hunter Army Airfield project. "The financing is structured to make the project self-sustaining, so we're able to recapitalize on the assets well into the future over the entire 50-year partnership."

Installations shown by research to have the worst or most serious family housing conditions are asked first if they want to be nominated for the program. (Some installations that originally said no have since changed their minds.) Using a virtual project delivery team concept, the Corps of Engineers provides contracting, environmental, legal, program management, and real estate support to the RCI program.

Tom Clarke, a Corps employee at the Savannah District, heads the source selection evaluation board effort for the southeast projects. He is on a two-year assignment to the USACE RCI Project Development Team.

"Our involvement begins once the offers come in," said Clarke. "We evaluate them against the published requirements.

This sounds simple but the evaluation process is very long and drawn out because the requirements are many and complicated." The first step, establishing a competitive range of offers for multiple installations—four, in the case of the southeast group—can take up to six months. The second step, actually rating the offers (based on written as well as oral presentations), can take up to three months for each installation.

As chairperson, Clarke wears several hats, functioning as facilitator, project manager, and independent reviewer. He and his deputy, a representative from the Department of Army, are the only constants on the board. The other members of the evaluation team come from the installation and/or IMA (Installation Management Activity). The IMA has seven regions, and each region may participate in the evaluation process for an installation within its geographical boundary.

"These are all quality developers competing for projects, and our job is to search out the best value for the government," said Clarke. "We put together all the facts along



*Artist rendering of the Hunter Army Airfield incorporates themes from Savannah's historic district into the overall community.*



*(Left to Right) COL Gerald J. Poltorak, installation commander, Fort Stewart/Hunter, Richard C. Taylor, senior vice president, GMH Military Housing (the partner/developer), and Command Sgt. Maj. Carl T. Smith, Fort Stewart/Hunter, visit one of the housing complexes at Stewart that will be demolished and replaced.*

with our ratings and present that report to a source selection authority, who makes the selection decision."

RCI awarded the Fort Stewart/Hunter contract last December, bringing 2,927 housing units into the program for a cumulative total of 38,431 units. In January the program awarded a project at Eustis/Story Monroe, adding 1,193 units. It expects to award an additional 7,758 units this year. These contracts fund the Community Development Management Plan (CDMP), a comprehensive, 50-year plan for the con-



struction, renovation and management of the communities.

The Army has more than 110,000 family housing units, some 67,000 of which are inadequate. By 2005, more than 69,000 units, representing close to 80 percent of the Army's family housing inventory in the United States, will be under the RCI program. But the Army's goal to eliminate all inadequate family housing in the U.S. by 2007 also relies on traditional military construction (MILCON) and increases in the BAH.

"This is a smart move for the Army," observed COL Roger A. Gerber, commander of the Corps' Savannah District. "RCI can produce quality housing much quicker and that's great for soldiers and their families. Traditional Army Family Housing Construction is limited to the funding Congress appropriates each year."

"This has been a long time coming," said COL Gerald J. Poltorak, installation commander, Fort Stewart/Hunter, acknowledging the tremendous backlog in maintenance and construction of quality family housing. "Some innovative, visionary people came up with this program, and I'd like to thank them for enabling us to get quality housing for our family members on the installation. We have an outstanding partner in GMH—they're not our contractor, but rather our partner. The relationship is based on a trust that we both have a common vision to accomplish, we both understand our end-state, and we both have vested interests in getting there."

"With us approaching the project from that partnership perspective, I think there is no way that we can fail," added Taylor. "We have one goal in mind, and that's to improve the quality of life for these service members and their families."

Over the next five months the partners will work together to develop the CDMP. A model of the proposed community has already been developed.

"What we're trying to do is replicate a lot of the best of land planning in the local communities," explained Taylor. "At Hunter, for example, we're trying to incorporate

themes from Savannah's historic district into the overall community. The individual blocks that make up the neighborhood are all street-facing homes with center courtyards that provide a safe environment for children to play and opportunities for families to interact. Each block is interconnected by a series of walkways leading to the next block, and we replicate those blocks to create a neighborhood. The larger neighborhoods encourage pedestrian traffic and interaction among families from one neighborhood to the next, and from one community to the next. Within these neighborhoods are fitness centers, swimming pools, and other luxuries that families in some of the nicest communities off post have. In many cases, they're not available to families on military installations. We're going to bring that to Fort Stewart and Hunter Army Airfield."

The Army Secretariat and the installation's RCI staff provided general guidelines for the project. GMH's private-sector partner, Atkins Americas (an architectural engineering firm with an equity stake in the project), drew up the architectural plans. Families will comment on the plan in a series of focus group meetings, which have already started. GMH will use this input to refine and finalize what the ultimate project will look like.

"We approach these projects with the intent to exceed what is available in the private sector," said Taylor. "Our military families deserve no less."

"Once we have completed the plan, we will submit it to the Department of Army, the Office of the Secretary of Defense, Office of Management and Budget, and to Congress for their approval," said Adams. "After we get the approvals, we will finalize the legal documents necessary to transfer the assets and future income stream to our partner. We believe the transfer will occur by January 1, 2004. At the point of the transfer, we won't have Army family housing as we once knew it. The government will have an oversight role and our partner will manage and own the houses."

Construction will begin immediately after transfer. GMH's construction partner

is Centex Construction Company. Centex is one of the largest general contractors in the country and the second largest homebuilder in the nation. They will replace many of the existing homes with new homes, renovate those that are not replaced, and build up to 1,012 new homes—825 at Fort Stewart and 187 at Hunter. Fort Stewart currently has 2,439 family housing units, Hunter, 488. The majority of the work, including amenities such as swimming pools and fitness centers, will be accomplished during the first eight years of the contract, when all of the housing will undergo either renovation or replacement.

"The initial development is about \$463 million," said Taylor. "Over the entire 50 years, it's about a \$2 billion project. We will use funds the Army has committed to the initial development, we will put in equity in the form of cash, and then we will go out and attract bond financing for the balance of the work."

"We are striving to be a 'Southern Living Station of Choice,'" said Poltorak, outlining his vision for the program. "We want the coastal Georgia architectural styles to reside here at Fort Stewart. We want the porches and the openness of the houses. We want to capture that wonderful cultural feeling of neighborliness, where people help without being asked. We're trying—in our quality of life, in our training and the way we project power out of here, to be the station of choice for soldiers around the Army. We can't do that until we've replaced and repaired this housing and ensure that all the other facilities that support them are quality."

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\*The Navy has also awarded GMH a contract under its version of the Military Housing Privatization Initiative (MHPI).

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**PWD**

*Photos by Jonas Jordan*



# New beginning for Family Housing at Fort Meade

by Andrea M. Hajian

Picerne Military Housing began its privatized family housing operations at Fort Meade on 1 May 2002 utilizing Picerne's Families First™ approach. The Families First™ approach is Picerne's core mission. Their goal is to provide homes and neighborhoods that improve quality of life, promote a sense of belonging and are a source of pride for America's military families. Picerne's complete program of management, maintenance and family services is designed to promote installation living and support retention of world class military members.

The Picerne management and operations staff brings a new meaning and experience to Fort Meade family housing under the direction of Community Management Director, Laurie Hanson. Hanson is a 15-year veteran of the Rhode Island-based, Picerne Real Estate Group (the parent company of Picerne Military Housing).

To effectively provide each Fort Meade family with timely service, Hanson divided the family housing areas, consisting of 2,612 homes, into five neighborhoods consisting of 450 to 600 homes. Each neighborhood is supported by its own management and maintenance staff located in a neighborhood center.

This is a significant departure from prior practices where all housing areas were handled by one office, which was remote from the families. This neighborhood center concept allows for a more personalized and efficient approach to community management. Each neighborhood management team is operating temporarily from converted homes designated as neighborhood offices until the new neighborhood centers are built.

The collective team of Picerne Military Housing is working hard to produce results. The experienced staff is composed of a diverse group with a unified goal of Families First™. Picerne's neighborhood managers

and maintenance staff pride themselves on providing timely, superior service. They can execute this because they are experts in the business.

According to Hanson, "We are here to take care of their housing needs, maintenance needs and to assist with family support services. This is how we take care of all Picerne residents across the country - it's family taking care of family." Hanson is very proud of the Fort Meade team she has assembled.

The Fort Meade team has over 150 years of combined military experience, which includes five recent military retirees. Prior to and continuing since 1 May, this team has met and listened to the needs of many Fort Meade families. This interaction has allowed them to gain a better understanding of the families' needs and has reinforced their commitment to the families. Each team member has a personal interest in ensuring the families' needs are satisfied. Picerne selectively crafted the team to ensure it had a cross section of experience and the right attitude.

Craig Johnson, a property manager from Tennessee, was excited when he saw the Monster.com ad seeking property managers to support privatized family housing on Fort Meade. Johnson said, "I see this opportunity as an avenue to give back to the families by providing what they deserve versus what someone thinks they need. For example, we must provide comfort that will be equal to that level of commitment the military members provide our nation daily, which includes providing support to the families of deployed sponsors. It is not about the tax dollar. It's about the blood, sweat and tears of our military families."

Neighborhood manager Ronni Maylen said, "This program is an about-face for military families. It's an honor to take care of those who take care of me. Coming from the private sector, I never expected to see mili-

tary family housing in this condition. Now that I am here, I want the families to know that I am here for them. My job is not complete until I have met their needs by providing services tailored for their well-being."

On the maintenance side, Christopher Cole oversees the entire technical operation for family housing as the Director of Maintenance and Capital Improvements. He traveled from Arizona for the ground floor opportunity of family housing privatization. The target for his crew is "Excellence" - excellence in all that they do in providing service to the families. According to Cole, "Picerne has spent a lot of time and effort in hiring the finest people in the industry. We will raise the bar of service beyond the multifamily housing industry standard."

It was evident from the onset that the entire Picerne Military Housing team speaks with "one voice." The team knows it's an honor to be selected out of the hundreds of resumes received. As individual team members, they are challenging themselves to transform Fort Meade. They share the same goal - Families First™ - improving quality of life. Picerne is committed to putting the needs of the Fort Meade families first and providing them with exceptional customer service and the quality housing they deserve.

*Andrea Hajian is Public Relations Director for Picerne Real Estate Group/MC Partners.*

*(Reprinted from **Defense Communities**, November/December 2002)*

PWD



# RCI evident within Military District of Washington

by Aimee Sheriff

The Residential Communities Initiative (RCI) program, within the U.S. Army Military District of Washington (MDW), is moving forward at a rapid pace. Within MDW, three installations will transfer their family housing mission and assets to a private developer partner by Fall 2003. These three installations are Fort Hamilton, New York, Fort Belvoir, Virginia, and Fort George G. Meade, Maryland, of which the latter will transfer on or about May 1, 2002.

It is not a secret that the current state of Army Family Housing is unacceptable and requires drastic changes and many improvements. It is also no secret that the needs are quite different today than when military family housing was built over four decades ago. It is the goal of the MDW to resolve both of these issues maximizing the legislative authorities provided by the RCI program.

Through RCI, the MDW goal is to use the authorities contained in the Defense Authorization Act, known as the Military Housing Privatization Initiative signed into law in 1996, to obtain better family housing for military members and their families. This legislation provides alternatives for the Military Services to improve and enhance military family housing. The legislation is intended to influence the way military families live in the future by offering safe, affordable, convenient, attractive, and quality residential communities comparable to those found in the local surrounding areas.

Using the legislation, MDW is looking for a long term relationship with a partner to finance, design, construct, manage, operate, and maintain and repair its military family housing inventory over a fifty-year period. In exchange for this opportunity, the partner will receive the military member's Basic Allowance for Housing as rent. Once a developer is selected, MDW will partner with this firm to jointly forge a Community Development and Management Plan (CDMP), which will be the blueprint for

developing, managing, and operating the residential community at each particular installation.

Fort George G. Meade is in a very fast-paced and exciting stage. It has completed the CDMP, which has been approved by Congress, and has received Notice to Proceed. The Fort George G. Meade RCI Team, along with their developer partner, Meade-Picerne Partners, formed a partnership called Meade Communities. Colonel Michael J. Stewart, Fort George G. Meade Installation Commander refers to the initiative as "high adventure" while George Barbee, RCI Program Manager, calls it a military family housing "history making event".

Furthermore, Meade-Picerne Partners is working together to prepare to take on the current maintenance backlog and to begin construction on the new homes. The current plan is to begin maintenance and repair work, simultaneously with transition, and to begin construction during the summer. The first new homes are scheduled for occupancy in March 2003.

Although the Fort Hamilton and Fort Belvoir undertakings are not as far along, MDW is also excited about them. Presently, staff are in place and the procurement process has begun to select a developer partner. The RCI Teams are now busy preparing for their future partner by organizing their collaboration positions and rules of engagement, as well as creating a viable flow of information to military members and their families, the local community, and all interested stakeholders. This preparation is important for both the Army and the future partner as it sets the stage for the next 50 years.

It is also important to note that RCI is changing not only the face of military family housing, but the soul as well. By bringing in a private partner, whose only focus will be on housing, it allows the mission to be

based exclusively on the military family. Items such as family support will be at the core of the family housing mission. It will give the families more voice on their desires and concerns. Knowing that the military members and their families are being well taken care of is vital to the MDW command staff.

One example of this is the Resident Advisory Committees (RAC). Each of the MDW installations has or will have RACs in place which function as "focus groups." The mission of these committees is to advise the RCI and private developer partner teams on the wants and needs of the military families. They will meet to discuss in-home and community amenities as well as current policy. These committees are an important part of the CDMP process.

George Barbee and his RCI Teams are committed to "setting the pace" and "establishing the blueprint" for others to follow and improve upon. Their aim is to make a hallmark impression on military family housing and enhance military residential communities.

*For more information on RCI within MDW, please contact Aimee Sheriff at (301) 677-4756, e-mail: sheriffa@emh1.ftmeade.army.mil.*

*Aimee Sheriff is the Public Information Officer for the MDW Business Initiative Office and for the RCI Program at the three MDW installations undergoing RCI.*

*(Reprinted from **Defense Communities**, November/December 2002)*

**PWD**



## OSD directs Services to submit 2003 Barracks Master Plan

by Suzanne Harrison

The Army Barracks Team, Facilities and Housing Directorate, Office of the Assistant Chief of Staff for Installation Management (OACSIM) is currently working on the next update to The Army's Barracks Master Plan (BMP) for permanent party enlisted barracks modernization program.

Based on specific information in the Program Decision Memorandum (PDM), the Office of the Deputy Under Secretary of Defense (Installations & Environment)/Housing Directorate expects each of the Services to provide an installation level barracks master plan to OSD by the end of May 2003. Planning is already underway in the Army to satisfy this requirement.

The upcoming version of the BMP will concentrate on installation specifics. This will require significant coordination with installations, regions and Major Commands.

Although new Defense Planning Guidance directs elimination of inadequate permanent party enlisted barracks by FY 2007, existing funding levels do not permit the Army to eliminate its inadequate barracks until FY 2010 or beyond. This shortfall will be highlighted during Program Objective Memorandum (POM) development.

The OACSIM will update the Army Barracks Master Plan several times during the fiscal year (FY) with this upcoming version focused on the requirements of the OSD plan using information submitted in the FY 2004 President's Budget. Future updates will allow for the incorporation of changes in the Defense Planning Guidance (DPG), Army support of the program, conditions and the updating of investment strategies, requirements, costs, and priorities.

The May 2002 version of the BMP articulates The Army's plan to modernize the

permanent party unaccompanied housing for enlisted soldiers using the funding and requirement details included in the FY 2003 PresBud. This Army-wide master plan serves as the baseline for programming and planning, identifies the key assumptions and standards of the barracks modernization program, prioritizes revitalization, and sequences the funding stream for both MCA and Barracks Upgrade Program projects.

The first plan was built on articulating the barracks modernization program assumptions, definitions, standards, current situation and our road map, by project, to meet the modernization goal of 2008. It focused on the total Army-wide program status in the charts and graphs.

As of May 2002, the current version of the Army Barracks Master Plan is available on the OACSIM Hot Topics internet web page located at <http://www.hqda.army.mil/acsim/homepage.shtml> or directly at [http://housing.army.mil/uph\\_plan.htm](http://housing.army.mil/uph_plan.htm)

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PWD



*Fort Benning barracks.*



*Fort Benning Ranger barracks.*



*Fort Gordon barracks.*



# Teaching an old gym some new tricks— West Point begins Phase 2 of Arvin Gym

by Kenneth Wells

Since 1802 the United States Military Academy at West Point has been training our nation's soldiers in the doctrines and procedures that allow them to effectively serve this country. Now with a little help from the U.S. Army Corps of Engineers, West Point is about to take a major step forward with the construction of its new physical development center.

Meticulously planned, Arvin Gymnasium will become the "backbone of the academy's physical education program" as envisioned by Doctor Tom Horn, director of faculty operations and program support for West Point and Lawrence Danner, project engineer for New York District.

According to Horn, the original plan for the physical development center involved renovating West Point's historic Hayes gym. However, careful inspection revealed the grand old structure to be devoid of master plans, unable to accommodate the handicapped, and in need of a complete electrical overhaul. Additionally, there was no room for male and female locker space, while the building itself required seismic upgrades.

So many issues, coupled with the funding required to correct them made the renovation project cost prohibitive. Instead a plan was forged to build a new gymnasium within the building footprint of the old one. A task force was assembled and sent to such schools as Yale, the Naval Academy, Air Force Academy and the University of Georgia. These institutions possess state-of-the-art facilities and provide good working models from which the Corps of Engineers and West Point officials could determine exactly what was needed to better serve the interests of the modern cadet.

"The Army, unlike its brethren in the Navy and Air Force, places a higher priority on ground-based exercises," Horn stated. "Therefore we need a physical development center designed to meet that type of curriculum."

To this end, the Army Corps of Engineers and West Point officials are doing everything in their power to ensure that the new Arvin cadet physical development center will be a state-of-the-art facility designed to eliminate all the downfalls of its predecessor and better aid cadets in their transformation into soldiers of the new millennium.

Once funding for the project was granted, the Army Corps of Engineers set to work on designing building the 350,000-square-foot structure that would support not only the student body but the intramural and club team programs as well. Part of the challenge involved integrating the old addition buildings with separate utility systems into a modern, efficient complex. The Corps of Engineers also had to secure the roadway behind the construction site by installing braces beneath it to prevent a cave-in during excavation work.

Division I-AA varsity wrestling and swimming teams will be performing in Arvin, while the football, basketball and hockey teams are slated to begin operating out of the Kimsey Athletic Center this spring.



*The old gymnasium.*



*A worker drills holes in the ground in preparation for pouring the foundation for the new gym.*

The physical development center will also serve as social gathering place for many of the cadets, who aren't permitted access to motorized transportation until their senior year. Highland Falls isn't a very large town, so it can become somewhat of a challenge for underclassmen to find suitable diversions when they aren't studying or training. To combat this problem, Horn said Arvin will also feature lounges for parties, and other amenities for cadets' enjoyment.





# New barracks construction criteria

by George Mino

Consistent with The Army's Transformation, the Vice Chief of Staff Army (VCSA), General Keane, has approved new barracks construction criteria that will improve soldier well-being and provide a better value to The Army. The new criteria are less restrictive and incorporate industry standards in order to provide improvements at no additional cost to The Army. These changes resulted from a comprehensive barracks review and survey conducted by the Assistant Chief of Staff for Installation Management and the Army Corps of Engineers.

By memorandum of 11 July 2002, the VCSA strongly endorsed these changes because single soldiers deserve the best housing The Army can provide, and because barracks remain The Army's top facilities priority due to their impact on well-being and readiness.

The main objective of the new barracks design philosophy will be to provide com-

manders with greater flexibility to transform barracks into living quarters that more closely resemble those in the private sector.

These changes, which will be an improvement on the existing 1+1 standard, are prudent because as The Army's force structure, doctrine, and equipment are transforming, so must barracks to keep pace with the changing expectations of soldiers.

Excellent housing for single soldiers is critical to maintaining the quality force The Army needs to maintain its superiority in this dynamic environment. The best way to do this is to make barracks more like private sector housing, and to provide the flexibility to adapt to constant change.

These criteria apply to new MCA-funded barracks, starting with FY 2003. The criteria can also be used for new barracks added by Congress to the FY 2002 MCA program, if practical.

Barracks renovations starting in FY 2003 should also strive to incorporate the new criteria to the maximum extent feasible.

Please refer to the following URL for the 11 July 2002 VCSA memo and the Barracks Mid-Program Review report which provided the justification for change:

<http://www.hqda.army.mil/acsimweb/fd/construction/milconbar.htm>

See table on page 16 for a summary of the new criteria.

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**PWD**

*(continued from previous page)*

Until Arvin is completed, West Point's student population will conduct classes in

temporary facilities in whatever space is available. However, while NCAA sports and casual interaction are part of Arvin's purpose, transforming our nation's youth into better soldiers remains the primary goal. "Arvin is a classroom like any other," Horn pointed out.

Taking this statement to heart, the Corps of Engineers will be installing three Olympic-size swimming pools that can be used for survival swimming classes. New cadets are required to take 19 lessons in swimming and each is carefully screened to determine his or her level of proficiency. Experienced swimmers are allowed to move onto scuba diving if they so desire, while all the classes focus on a cadet being

able to handle himself or herself in deep water with combat gear in tow.

The military movements curriculum will be accommodated via rope climbing apparatuses, obstacle courses and a special maze whose artificial twists and turns will require students to navigate the terrain while confronting dangerous situations. Handball and racquetball courts, cycling machines, physical therapy rooms and aerobic equipment will also be added.

West Point's personal fitness and welfare courses will benefit from the additional space too, since they focus on teaching a student how to set up fitness areas for their units in the field.

The new space also provides a rebirth to judo and martial arts activities for the academy's 4,000 cadets. In total, Arvin will boast three swimming pools, nine individual gymnasiums and three weight rooms.

"Once the physical development center is completed, we'll be much better at building lean, mean, fighting machines," Horn promised. Arvin's construction will be done in three phases at a cost of nearly \$100 million. The contractor for the project is J. Kokolakis Contracting, Inc., located in Rocky Point, NY, with the facility scheduled for completion by April 2005. The gymnasium is scheduled to open to cadets at the start of the 2006 academic year.

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**PWD**





# New Army Barracks Construction Criteria – July 2002

Item	Previous Criteria	New Criteria
Barracks and Support Spaces, Gross Area - Includes Soldier Community Building (SCB)	Max 34 SM (366 SF) per space, or max 36 SM (388 SF) for barracks over 3 stories, or to meet site-specific requirements.	No change (limits set by Office of the Secretary of Defense)
Barracks Room, Net Area	1+1: 11 SM (118 SF) 2+0 (Korea): 8.4 SM (90 SF)	Garrison Commander discretion: Max 17 SM (183 SF) Min 13 SM (140 SF) except for Korea 2+0, which is 8.4 SM (90 SF)
Barracks Module, Gross Area	Max 47 SM (506 SF) for each 1+1 module	Limited only by OSD cap on total gross area (34 or 36 SM per space)
Private Modules	Only for NCO's	Garrison Commander discretion to authorize for any rank
Soldier Community Building	U.S. – Required Outside U.S. - Optional	Downsize or delete
Cooking Facilities in each Barracks Module	Microwave oven	Add a stove or cook top (optional outside U.S.), or design to make it easy to add in the future
Barracks Room Closet, Net Area	U.S.- Approx 2 SM (21 SF) Europe: 2 SM (21 SF) Korea (2+0): 0.6 SM (7 SF)	U.S. - Approx 3 SM (32 SF) Outside U.S. – Max 2 SM with separate bulk storage, or max 3 SM if bulk storage in closet
Bulk Storage (personal)	U.S. In SCB Outside U.S. - In barracks	U.S. – Delete (replaced by larger closet) Outside U.S. – Garrison Commander discretion
Laundries	U.S. - In SCB Outside U.S. - In a central location in the barracks	Garrison Commander discretion to locate in each module, each floor, each barracks, or SCB
Other support functions, e.g., CQ desk, lobby, activity rooms, kitchen, mailroom, vending, pay telephones, mud room	U.S. - In SCB Outside U.S. - In a central location in barracks	Garrison Commander discretion to select needed functions and locations
Configuration and Exterior Appearance	Large multi-story, masonry buildings (barracks)	Garrison Commander discretion to make similar to private sector housing
Module Access	No restrictions	New barracks shall not have windows opening to a balcony or landing
Technical Design Criteria and Standards	Military standards (often exceeding industry standards and codes)	Industry standards except where military standards are required to meet specific operational needs
Acquisition Method	Mostly design-bid-build	Maximize use of design-build and explore other alternative acquisition procedures such as privatization



## Army Materiel Command establishes Research, Development and Engineering Command

The Army recently announced establishment of a new command within the Army Materiel Command (AMC) incorporating research, development and engineering elements of AMC's major subordinate commands (MSC). The new command is called the Research, Development and Engineering Command (RDE) and became provisional October 1, 2002.

The mission of the RDE Command is to field technologies that will sustain America's Army as the premier land force in the world. The RDE Command responds rapidly by integrating, maturing and demon-

strating all emerging technologies to field the right equipment, in the shortest time, for our soldiers. The final location of the headquarters for the new command has not been determined.

MG John Doesburg and an RDE Transition Team are leading the planning process, focusing on improved management, coordination and integration of research, development and engineering. The RDE Command vastly expands working relationships with other Army elements, industry, academia, other services, other government agencies and international partners. The

initial plan brings together in a single organization the Army Research Laboratory, part of the Simulation, Training and Instrumentation Command, the Army Materiel Systems Analysis Activity, and each of the AMC Research, Development and Engineering Centers currently assigned to AMC MSCs. The addition of these various elements to the RDE Command will be gradual. No movement or loss of assigned personnel is anticipated.

*POCs are Mickey Morales at (410) 436-5298 and Michelle McCaskill at (703) 617-8014.*

**PWD**

## Fort Huachuca opens new, state-of-the-art housing for soldiers

*by Eric Cramer*

More than 80 new, state-of-the-art homes for soldiers and their families were made when officials cut the ribbon on the Bonnie Blink Housing area. The ribbon cutting ceremony took place on February 18, with COL Lawrence J. Portouw, garrison commander, assisting Congressman Jim Kolbe in the ribbon cutting.

"I'm proud that we can offer these modern homes in the most beautiful area on Fort Huachuca to our soldiers and their families, Portouw said. "These new quarters improve both energy efficiency and quality of life and continue to make Fort Huachuca an assignment of choice," Portouw said.

Portouw said the Bonnie Blink housing area has been a good place for soldiers to live for many years. He cited a letter from a former resident found written on the wall in one of the homes razed for the new construction, thanking the house. "Warm in winter, cool in summer... cozy in your charm— you have been a great home," the letter reads.

Portouw said the new project is designed to provide equally happy housing to soldiers and their families in years to come.

"Our soldiers dedicated to defending our country deserve the best housing we can provide," Kolbe said. "These beautiful homes in this lovely setting are a great example of our commitment to doing this for them and for their families."

The Bonnie Blink housing area is the final stage of a four-part, 110-unit construction project. The \$15.5 million project includes construction on Mason, Dove and Crandal streets on Fort Huachuca.

The new housing at Bonnie Blink consists of duplexes containing three and four bedrooms, to be used by senior non-commissioned officers and their families. The units have either one or two floors. The 50 three-bedroom units range in size from 1,539 to 1,636 square feet. The 32 four-bedroom units range in size from 1,723 to 1,786 square feet.

All homes within the new construction have received the "Energy Star" certification. To receive this rating, furnaces in the new homes must operate at 90 percent efficiency. As a water conservation measure, the new homes all use air conditioners rather than evaporative coolers.

The homes are lighted with fluorescent lighting, have stucco walls, and have numerous other features that improve efficiency or are more convenient for the residents.

Fort Huachuca was recently named "Best Post Housing and Facilities" in an Army Times competition. The best post selections are based on input from Army Times readers.

*For more information, please contact Eric Cramer at (520) 533-1284.*

*Eric Cramer is a public affairs specialist at Fort Huachuca, AZ.*

**PWD**



# Europe District—improving soldier support

by Grant Sattler

Forward deployment is improving the U.S. Army Corps of Engineers, Europe District's ability to effectively serve its Directorate of Public Works customers. Europe District is improving support to soldiers by making the district's services more accessible by collocating a Regional Program Manager (RPM) with each of U.S. Army Europe's seven Area Support Groups.

"The overall purpose for an RPM is to facilitate communication between the customer and USACE, and to assure excellent support by USACE to the DPW," said Jim Spratt, Regional Program Manager to the 104th ASG, headquartered in Hanau, Germany. "It's customer service for engineering services."

The Europe District established the RPM concept in 1998 to expand the customer focus provided by USACE's Area and Resident Engineer Offices collocated in military communities in Europe.

In addition to Product Delivery Teams, RPMs also interface regularly with the Europe District's Construction and Engineering Division, as well as Project Management, Installation Support, and Environmental branches at the Wiesbaden headquarters. "When a customer has a problem, they can come to us and we can be the traffic cop to where they need to go in our organization," Spratt said.

The 221st Base Support Battalion Director of Public Works (formerly the 104th ASG chief of the Engineering and Construction Division) Michael D'Amico said "It used to take a lot of our energy just to track down who to talk to, and then some gave better answers than others. This way we go to one guy and say 'Jim, we've got a

problem here and we need to get a status.'"

The RPMs' activities vary from day-to-day troubleshooting on projects to programmatic work. An RPM's focus at a particular ASG and its subordinate Base Support Battalions or Area Support Team also varies with the approach taken by that DPW on work execution and what services they choose from USACE.

"The RPM is designed to be a valued member of the community DPW staff. When there is an engineering issue that comes up and people asks us for input, we're able to tell them, hey, this is the way we would go on this particular issue," Spratt said. RPMs aim to be honest brokers when requests are outside USACE's core competencies. "It sometimes happens that the community comes to us and asks for engineering advice and then may do it without USACE."

Deputy District Engineer Lloyd Caldwell said "As an adjunct member of the DPW senior staff, an RPM serves as a conduit to the collective know-how of Europe District and USACE. They also bring personal professional knowledge as an advisor or

staff officer." RPMs are available as mentors for Career Program-18 careerists and resources for Army engineers in the DPW community on corporate initiatives from the Army's Engineer Regiment, such as teaming and learning organizations, Caldwell said.

"It is important to show the community that you are not a salesperson, that you're giving them sound advice," Spratt explained. "The mission is to serve the community and serve the Army."

Being collocated makes USACE more visible and more responsive.

Pat Brady, 104th ASG acting EP&S chief said that even in the age of video teleconferencing "... the bottom line is that people still want to talk to people face to face. It's an axiom of business."

Making frequent visits from the Wiesbaden headquarters out to customers is not sufficient, Spratt explained. The distance and time involved in travel are a hindrance to being truly accessible, especially for communities in the BENELUX, Italy, or southern Germany.



*Baxter Lawrence, 80th Area Support Group architect (left), and Norma Renovales-Alvarez, Europe District's BENELUX Regional Program Manager, discuss the exterior design options for a Chievres Air Base barracks project. Renovales-Alvarez and Lawrence participated in a four-day design charrette at the base in Belgium to come up with a site for the \$13 million barracks project.*



# Army transfers command and control of Rock Island Arsenal, Watervliet Arsenal and Sierra Army Depot

The Army recently transferred the command and control of Rock Island Arsenal (RIA), Watervliet Arsenal (WVA) and Sierra Army Depot (SIAD) to the U. S. Army Tank-automotive and Armaments Command (TACOM). The realignment transferred these functions from the Operations Support Command (OSC) to TACOM. Both TACOM and OSC are major subordinate

commands of the U.S. Army Materiel Command (AMC).

The realignment consolidated all of AMC's organic ground equipment support capabilities under one command, TACOM. Combining the RIA, WVA, and SIAD manufacturing and repair capabilities into a single TACOM business activity makes it easier for customers to access services and it reduces costs.

The transfer also enables AMC to leverage the capabilities of all installations in the ground systems sector. This realignment did not affect the workload and personnel strength of either arsenal.

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**PWD**

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Living and working in the communities they serve does more than save RPMs travel time. "One of the things I've found is that you have a greater understanding of the concerns of the community," Spratt said. "Here, when the DPW has an issue, he calls me directly, and when he's upset with USACE he tells me directly. On the other hand, when he's happy with us, he tells me that too."

RPMs mesh different methods of doing business within the Corps and DPWs.

Part of making problem resolution easier is the teamwork coming about since the USACE pitched its RPM tent in the DPW camp. "The DPW - USACE relationship has sometimes been adversarial," Spratt said. "Some of it's natural and some of it's healthy. It's competitive, it's limited resources and possibly a perception from the communities' standpoint that we don't understand their problems. But we're all part of the 'Engineer Regiment.'"

Europe Deputy District Engineer Lloyd Caldwell said "When we understand that we have the same objectives, and demonstrate teamwork, we both focus our energies in positive ways and find win-win solutions. The RPM is one way we in the district can initiate that."

Spratt said, "I think when you humanize that and you have a face to a name,

you can't stay focused on negatives. You have to say, 'Well, they're here, they're working with us, let's get over it, let's get the mission done.' I think that kind of teaming helps a lot."

Brady agreed, "It helps to have somebody interested in the ASG or BSB and not as an 'us' vs. 'them' [mentality] ... it really makes a difference when the support is from a 'we' perspective."

The benefits of collocation are encouraging Europe District to accelerate the placement of more people in the field, primarily for environmental and force protection/anti-terrorism projects, Spratt said. "There's always the dilemma between concentrating your limited resources in one location, and serving these distant customers, or decentralizing — going out in the field and having semi-autonomous groups that serve on a local level," he said. "I think we now, as a district, are focusing on having an appropriate level of services decentralized."

Factors of economics and expertise compete with decentralization, Caldwell said, "But we're finding opportunities to put more key members of the Project Delivery Teams closer to the customers. We want to expand our traditional Area and Resident Engineer capability with more forward-deployed resources and elements of the PDT, and in the process eliminate some of the traditional constraints of organizational boundaries." He said the

district is adapting its processes to assure the quality of professional engineering services is enhanced. The Regional Program Manager concept appears to be the right direction from the customer's perspective as well.

"The value of RPMs is extensive. USACE is doing a lot for us. Doing studies for us, doing MCA projects for us, doing housing projects, OMA projects, and they're all fraught with the complexity of getting a project from somebody's brain to a finished product ... to actually get what the user wants, within budget. If Jim weren't here, we'd have to contend with a number of other players and that's difficult," D'Amico said.

That RPM concept was also strongly endorsed in January 2002 when USAREUR presented the Installation Support Award for 2001 to Europe District on the basis of nomination from the 100th ASG, largely because of the excellent support from Rusty Mizelle, the RPM for the 100th ASG, Caldwell said.

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*Grant Sattler is the chief of public affairs for the Europe District.*

**PWD**



# Europe District completes additions ahead of schedule

by Grant Sattler

With the six-month-early completion of bathroom and laundry tower additions in Heidelberg's Patrick Henry Village in mid December, more than 240 families are saving thousands of laundry hauling steps.

The \$6 million Bathroom and Laundry Investment Campaign (BLIC) Phase II project added stacking washers and dryers to two-bedroom unit's kitchens, and tower addition bathrooms and laundries to three- and four-bedroom apartments in 13 buildings.

Bettina Reinhard, project engineer from the U.S. Army Corps of Engineers Europe District, said residents were pleased with the results — once the three-week-long intrusion into their apartments while towers were joined to the building was over. "They are all happy about it because they don't get disturbed anymore," she quipped.

Reinhard said that residents are due a lot of credit for cooperating with the inconvenience during construction.

The early completion of the project is due to close cooperation between the contractor, D&B Bau GmbH, and the 411th Base Support Battalion Housing Division, Reinhard added.

D&B Bau supervisor Manfred Schroeder devised a compressed schedule for delivery of the stackable modular bathroom and laundry tower units. This schedule kept his workers on site full time. In order to make the schedule work, Dave Freeman, engineer technician with the 411th BSB Housing Division, coordinated between the contractor and families in the affected units to start a new building every other week.

Freeman met with residents of each building and showed them an example finished unit before work on their apartment was to begin. "We tried to show them the horror scenario, which was the dust wall in their master bedroom... so that they knew



Dave Freeman, left, from the 411th Base Support Battalion Housing Division, contractor D&B Bau GmbH supervisor Manfred Schroeder, Project Engineer Bettina Reinhard from U.S. Army Corps of Engineers, Europe District, and Georg Volz, engineer from Architect Engineer firm AAg, discuss exterior finish work during the final inspection Dec. 12 for the bathroom and laundry additions in Patrick Village. Photo by Grant Sattler, U.S. Army Corps of Engineers, Europe District.

what we would be doing to them for about three weeks," Freeman said. "Of course when the dust wall came down, they could walk into their tower with their additional bathroom."

Residents have been pleased with the quality of the new additions, Reinhard said, another plus from the modular design presented by Georg Volz, engineer with the Architect Engineering firm AAg. Both Volz and Schroeder had previous experience with the standard masonry design of BLIC Phase I and made improvements for BLIC Phase II.

The prefabricated modular design presented several advantages, Reinhard said. "There are time savings because they can produce ahead of time, and deliver in a day for one building," Reinhard said. "There is

also less weather impact, because it is produced indoors and you don't have to do interior work on site. And it is of consistent quality."

Reinhard said site preparation for construction of the tower bases started in November 2001. "Our original completion date was June 2003, and now we are finished in December 2002," she said.

Europe District Project Manager was Robert Grumberg.

POC is Bettina Reinhard, 011-49-160-714-5106, e-mail: [bettina.reinhard@usace.army.mil](mailto:bettina.reinhard@usace.army.mil)

Grant Sattler is the chief of Public Affairs for the Europe District.

PWD



## Army Housing moves to internet

by Peter Gentieu

Army Housing information systems are embracing the internet. Much more than just a shift in technology, these changes will allow a quantum leap improvement in support to housing staff members and housing customers. There are three main components to Army Housing's strategy for moving to the internet:

- **Army Housing One Stop** - As the name indicates, this is to be the single site for Army-wide housing information. Targeted primarily to customers and their families, this site will feature uniform formats and navigation methods for every Army housing location worldwide. It will combine the best features of existing touch-screen kiosk systems, installation housing web pages, and PCS House Express. While providing a uniform Army-wide framework, content and control will remain at the local level. This effort is already underway; the contract was awarded to DynaTouch Corporation of San Antonio, Texas, in early February 2003. Scheduled completion of deployments Army-wide is within a year.
- **Army Housing Communities on Army Knowledge Online (AKO)** - There will be two communities for constituencies with different needs:
  - **Army Housing Staff Community** - an intranet for everybody working in Army Housing (including UPH), it will serve as a central contact system and information clearinghouse. Features will include a worldwide Army Housing personnel directory, job opportunities, training opportunities, forums targeted to specific areas and with full features including threads and polling capabilities, and collaboration centers for projects and on-going efforts. The Army Housing Staff Community site is scheduled for implementation during FY03.
  - **Army Housing Customer Community** - a place for feedback

from customers and for them to share concerns, ideas, and suggestions among themselves. This will complement Army Housing One Stop to provide a total web solution to our customers and expanded opportunities for two-way communication among customers. It will also facilitate feedback and interaction between customers and staff. The customer community is scheduled for implementation during FY04.

- **Army Housing Management Systems** These will replace HOMES and the various headquarters decision support systems.

- A pilot project is currently underway at Fort Hood, Texas, exploring the feasibility of adding military housing functionality to a Commercial Off-The-Shelf (COTS) property management software package from Yardi Systems, Inc. Out of the first eight privatization projects, six use Yardi software so it was the logical starting point to develop a web-based system that could be used by both Government and privatized housing operations. The pilot project includes waiting list functionality and the deposit waiver program. An interface with DEERS will automatically feed and update personnel data. This will automate preparation of the application for family housing. Contingent on funding, the goal is to develop full functionality during FY04 and deploy the system starting in FY05.

- Software Engineering Center - Meade (SEC-M) is developing a web-based Housing Executive Information System to support region and headquarters staff and decision makers. This system will be built using Cognos software and an Oracle database. It will provide a high-level view of Army housing worldwide and allow users to drill

down by criteria they select such as IMA Region, geographic area, type of facility, or pay grade of residents. The initial release of this system will be in FY03.

The internet will allow functionality that was not previously feasible. On the UPH side, for example, the internet makes it easy to provide a single system that can be used either by the housing office or the military unit (first sergeants, platoon sergeants), or both in assigning, tracking, and performing all barracks space management functions. All a user needs is a computer connected to the internet, a browser, and the authority to access and use the system.

Internet systems will also remove most of the systems' administration burden from installation housing offices while retaining and even enhancing capabilities that are accessible at the local level.

The top priority for housing systems this year is to successfully complete fielding of Army Housing One Stop. One of the factors in selecting DynaTouch Corporation was the wealth of experience they bring to this project: they have already worked with most Army Housing offices in deploying touch-screen kiosk based systems. Full cooperation with DynaTouch by every installation housing office will help ensure the best possible product is delivered on schedule. Installations that cannot meet the deployment schedule will have to be dropped to the bottom of the list. Once an installation is on Army Housing One Stop, it is on the information superhighway that makes it visible and easily accessible to customers worldwide with a standard, user-friendly format that puts the most requested information items one click away from the main screen.

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*Peter Gentieu is the Housing Information Technology Team Leader, Army Housing Division, ACSIM*

PWD



# Army Housing consolidates technical support

by Pat Robinson

Until December 2002, Army Housing had two technical teams. In-house support was last provided by High Technology Solutions (HTS). Field support primarily relating to the Housing Operations Management System (HOMES) was provided by CECOM's Software Engineering Support Center out of Fort Meade (SEC-M). As of June 2000, part of the SEC-M team, to include the help desk, moved to collocate with Army Housing at Fort Belvoir, Virginia. The remainder of the team works at SRA International in Fairfax, Virginia.

As of December 2002, Peter Gentieu, team leader for the Army Housing Information Technology (HIT) team, transferred in-house technical functions to SEC-M consolidating all technical work with Pat Robinson as the technical project manager. David Wallen is the SRA contractor manager. Simon Finlow, previously the lead database administrator, is now the SRA technical leader.

Gentieu briefed his vision for Army Housing advances in information technology on Army Day at the Professional Housing Management Association (PHMA) Annual Conference January 2003. Working with Pat Robinson, he implemented his vision along with ensuring continued worldwide support via existing systems. Many of these systems are already used by installation housing offices. However, there are new systems and reports, some deployed with HOMES version 12.02, that are not well utilized. SEC-M is coordinating plans to enhance many of the systems and web sites to better support field housing offices and service members. Here are a few of these systems:

**Housing Operations Management System (HOMES):** Baseline version 12.02 is frozen unless emergency changes are required. It will be replaced with a web housing system that will support privatized housing partners as well as government managed dwelling units. Details will be published by Peter Gentieu. Deployment date is to be determined.



*Pat Robinson explains the finer points of HOMES.*

**Army Housing Community Information Page (AHCIP):** This web site consolidates a wealth of housing information into one location. It permits viewing of a wait list at any location and security features permit service members to view their own wait list position. A future enhancement is for service members to also view their own hand receipts and applications. Production is April 2003.

**Housing Executive Information System (HEXIS):** This robust web-based system of reports, charts, and spreadsheets has drill down capability to get to the details if necessary. Data, replicated to Army Housing, makes this information current to the previous day of processing. Security features prevent installations from seeing each other's data but DA will see it all! Production is April 2003.

**Data Warehouse:** This system is maintained to support AHCIP and HEXIS along with other systems. It will first include all HOMES data. Other databases will soon be included as coordinated with proponents such as the Integrated Facility System (IFS).

**PCSHouseArmy:** Previously, this was PCSHouseExpress. Make this change on your web site. This web site will be replaced by Army One-Stop as briefed by Peter Gentieu during the PHMA Army Day. Army One-Stop is being developed by Dynatouch. SEC-M will, as required, provide data from the housing data warehouse. POC: Mary.Romig@hqda.army.mil

**Basic Occupancy Program (BOP):** These reports and web site are used to report occupancy for government dwelling units. No changes are predicted but the web site may be enhanced. The one version now available correctly processes actions for "service member married to service member." POC: Amy.Lee@us.army.mil

**Privatized Facility Housing Occupancy (PFHO):** A new feature deployed with HOMES v12.02 for government staff at privatized housing offices to manage privatized dwelling units. The web site is being tested for production use by April 2003. POC: Amy.Lee@us.army.mil

**Leased Occupancy Program (LOP):** This is a new report developed to help manage leased dwelling units. Deployment is March 2003. It will be executed from an





# Updated Family Housing Master Plan available on Army Housing website

by Larry Wright

Maintaining and sustaining safe, attractive, and convenient housing for our soldiers and families is one of our continuing challenges. The Army Family Housing Master Plan (FHMP) provides a consolidated strategy for planning, programming, and executing the Army Family Housing (AFH) Program.

This is not a single plan, but a series of innovative plans that orchestrate management of assets, distribution of AFH resources, and sequencing of investment projects—all aimed at meeting the Defense Planning Guidance (DPG) goal to eliminate all inadequate family housing by 2007.

Of the 93,235 owned assets in FY 2003, over 58,000 are considered inadequate for today's soldiers and their families. The FHMP address these inadequate units by:

- Continuing Reliance of Traditional Military Construction (MILCON)—From FY 2003 to FY 2007, \$2.5 billion is

to be invested in renovation or replacement of Army owned assets.

- Supporting OSD's Initiative To Eliminate Out-Of-Pocket Expenses For Soldiers Living In Private Housing—As Basic Allowance for Housing (BAH) increases, the Army is reassessing AFH requirements and the needs of today's military families. Housing Market Analyses (HMA) are being conducted at major Army installations to determine the appropriate split between housing soldiers and their families on and off the installation.
- Increasing the Use of Privatization—The Army has developed an aggressive privatization program utilizing the Military Housing Privatization Initiative (MHPI) Act that Congress granted in 1996 and recently extended until December 2014. These authorities allow Military Services to leverage appropriated housing funds and assets

to attract private-sector capital and expertise to operate, manage, maintain, and build housing. By the end of 2006, approximately 82% (71,790 units) of the projected U.S.-owned inventory of 87,618 units will be privatized.

The President's Budget Version of the Army Family Housing Master Plan (FHMP) FY 03-09 is now available on the Army Housing Website ([www.housing.army.mil](http://www.housing.army.mil)).

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Larry Wright is the Team leader of the Planning Team, Army Housing Division, ACSIM.

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icon installed on installation workstations. Possibly a web site will be developed late 2003. POC: [Simon.finlow@us.army.mil](mailto:Simon.finlow@us.army.mil)

## General Flag Officer

**Quarters(GFOQ):** Web site will be enhanced by June/July 2003.

Coordination with Michael Ash (Army Housing GFOQ POC) will begin March 2003 for requirements and suggestions. Field suggestions are welcome; e-mail to [Pat\\_Robinson@belvoir.army.mil](mailto:Pat_Robinson@belvoir.army.mil).

**Asset Inventory:** Web site is developed for future use, and data previously submitted will soon be entered. Future taskers can be completed by viewing previous entries as well as entering current submissions via web site.

**Data Replication:** A few sites remain that do not replicate and coordination continues to initiate replication at these sites. Army Housing requires electronic transmission of core data from all housing offices. Alternatives are being researched for these small sites. POC: [Nadia.Masoudian@us.army.mil](mailto:Nadia.Masoudian@us.army.mil)

## Intelligent Query (IQ):

Development continues as requested by field personnel. Turn around is within 2 days. Email all requirements to <https://www.homeshelp.army.mil>

**Training:** Army Housing is coordinating training plans for new housing personnel and for those who need reinforcement training. The plan will be announced when finalized and posted on a web site. E-mail training requests to

[Dee\\_Bellfield@Belvoir.army.mil](mailto:Dee_Bellfield@Belvoir.army.mil)

**HOMES Help Desk:** Always available and waiting for a call to assist HOMES users. Call 1-800-368-1023 or DSN 328-7516 or go to <https://www.homeshelp.army.mil>

Please refer to the Army Housing web site and the HOME Help Desk web site for updates and new announcements. There is more to come.

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Pat Robinson is the SEC-M Technical Project Manager for Army Housing Division, ACSIM.

PWD



## New fuel cells successful at Watervliet Arsenal

by Nicholas Josefik

A one-year demonstration of proton-exchange membrane (PEM) fuel cells at Watervliet Arsenal, New York, shows this emerging technology to be promising for future Department of Defense (DoD) use. The demonstration was part of the Congressionally-funded DoD Fuel Cell Program managed by the U.S. Army Engineer Research and Development Center (ERDC).

The project evaluated ten 5-kW PEM fuel systems manufactured by Plug Power, Inc., which operated for more than 83,000 hours and generated about 214,000 kWh of electricity throughout the year. The units operated at or above 94% average availability, exceeding the contract requirement of 90%. PEM fuel cells are ultimately intended for residential use.

Fuel cells provide distributed electrical power generation by producing electricity and heat from an electrochemical reaction with a hydrogen rich fuel. When pure hydrogen is used as a fuel, the fuel cell produces electricity, heat and water vapor with no other byproducts. Distributed generation provides high availability and secure power because the electrical generation is completed on site. There is no need for long transmission lines that are vulnerable to attack.

"The fuel cell systems showcased an electricity source that is quiet, environmentally positive and holds significant promise for our military infrastructure," said COL Donald C. Olson, Commander, Watervliet Arsenal. "These systems served the Arsenal by providing some or all of the power required for three facilities in a way that was transparent to the Arsenal staff and its residents."

ERDC's Construction Engineering Research Laboratory (CERL) began the Residential Scale PEM Fuel Cell Demonstration Program in FY01. Plug Power responded to a Broad Agency

Announcement with a proposal to place 10 PEM units at three base sites located on Watervliet Arsenal. Each 5-kW fuel cell unit is grid-connected and uses natural gas as the fuel. These fuel cells were installed and began producing power in January 2002.

The three base sites chosen for this project include Quarters 19, Building 115, and Building 110. Quarters 19 is a historic building that has been converted into housing to accommodate four separate residences. Four PEM fuel cells were placed at this site — one unit for each residence. Building 115 is a laboratory facility and three units were placed at this site to support a destructive testing laboratory located inside. The final site, Building 110, is a heavy machining facility. Three units were placed there to support an Arsenal telecommunications room.

After one year of operation at the Arsenal, the PEM fuel cells have demonstrated performance not achieved previously with this technology. Two of the systems set longevity records for fully integrated PEM fuel cells operating in the field. The unit at Building 115 had a total of 6742 hours on the cell stack while the one at Quarters 19 ran for 7056 hours on one cell stack. During the demonstration period, the 10 PEM units averaged 93.7% availability.

With the demonstration completed, control of the fuel cell systems was transferred back to Plug Power, which will continue to operate the units at Watervliet.

The DoD Fuel Cell Demonstration Program assesses fuel cell performance at installations and provides feedback to industry in efforts to help bring this technology to commercialization.



*PEM fuel cells provide electricity for four family housing units at Watervliet Arsenal.*



*Contractors installed Watervliet's PEM fuel cells in January 2002.*

*For more information on this technology or the demonstration program, please contact Frank Holcomb at CERL, 217-352-6511, ext. 7412 or 800-USA-CERL, [Franklin.H.Holcomb@erdc.usace.army.mil](mailto:Franklin.H.Holcomb@erdc.usace.army.mil).*

*Nicholas Josefik is an industrial engineer with ERDC-CERL's Energy Branch in Champaign, IL.*

**PWD**



# Minimizing adverse effects of snow and ice on roofs

by James Buska

Designers can provide more functional designs and avoid problems when they consider snow and ice issues as the design of a building evolves. With a little thought during the design phase, the adverse effects of snow drifting on roofs can be minimized.

Drainage is a critical factor in roof design, especially in snow country. Most steep roofs drain over their eaves. Some low-slope roofs also drain to cold eaves. Low-slope roofs that drain to cold eaves are particularly problematic in cold climates.

With a snow cover, heat from the building can melt the bottom of the snow pack. The runoff then re-freezes and forms an "ice dam" when it reaches the cold eaves. A large ice dam prevents drainage and allows water to back up and leak through roofing into the building. Low-slope roofs that drain internally are less likely to experience this kind of icing.

Some rules of thumb to avoid icings on roofs in cold climates include:

- **Pitched roofs:** Use a "cold" roof design with enough ventilation to keep the roof surface colder than 32 ° F when the outside temperature is about 22 ° F.. When it is warmer outside, icings usually do not grow, and when it is colder outside, less ventilation is needed. Icings at eaves are minimized when roofs are well insulated and ventilated. Use adhered membranes under shingles at the eaves and roof transitions. Creeping, sliding, and falling snow and ice are likely on roofs that drain to cold eaves. To avoid sliding snow from slippery (e.g. metal) roofs, place walkways, parking areas, plantings, etc., 30 ft. from building perimeter; place entries at gables or under covered entrances.
- **Low-sloped roofs:** Use membrane-roofing systems with a minimum slope of 1/4 inch/foot to warm internal drains.

Snow drifting is an important factor to consider once ground and roof snow loads are known. Snow can drift into areas behind vertical building shapes. Figure 2 illustrates how loads from drifts on a lower roof can be much more significant than the load on the low-sloped roof above. Big drifts often form on lower roofs.

A rule of thumb to avoid excessive snow loads on roofs in cold climates is to use an uncluttered, unobstructed roof with minimal changes in levels. For more information on snow loads, refer to ASCE Standard 7, "Minimum Design Loads for Buildings and Other Structures."

The design team can develop a better building design and avoid problems when it considers snow and ice issues early in the design process, as the shape of the building evolves. For smaller buildings, use a well-insulated "cold" roof design. Simple pitched roofs with asphalt shingles work fine in cold regions. For larger buildings, a low-sloped membrane roof with internal drains and an uncomplicated profile is a good choice.

Designers should carefully consider these issues early in the design process. For more details on the topics mentioned here and other considerations for roofs in cold regions, download the full version of this report or related reports at:

[http://www.crrel.usace.army.mil/techpub/CRREL\\_Reports/html\\_files/Cat\\_1.html](http://www.crrel.usace.army.mil/techpub/CRREL_Reports/html_files/Cat_1.html)



Figure 1. This large ice dam caused this metal roof to leak at its eaves.



Figure 2. The peak snow load of this drift was 130 psf. The ground snow load at the time was 20 psf, and the snow load on the upper roof was 15 psf.

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James Buska is a Research Civil Engineer at the Engineer Research and Development Center's (ERDC) Cold Regions Research and Engineering Laboratory (CRREL) in New Hampshire.

PWD



# Presidio tackles lead hazard with encapsulants

by Dana Finney

The Presidio of Monterey has improved the safety of family housing for Defense Language Institute (DLI) residents by stabilizing lead-based paint (LBP) on exterior siding. Working with the U.S. Army Engineer Research and Development Center (ERDC), the Presidio's DPW selected a commercially available encapsulant system to mitigate the LBP hazard at more than 1,300 units in the Ord Military Community.

"Most of these buildings consist of stucco or wood and were built in the late 1950s timeframe," said Tony Barcinas, Chief of Projects and Work Management in the DPW. "They all had siding covered with lead-based paint that had never been abated."

The U.S. Environmental Protection Agency (EPA) banned LBP in 1978 for use in residential areas, but thousands of military facilities built before the ban still have these coatings. The lead in paint can cause



*Buildings that support the Defense Language Institute were treated with encapsulants to remove the hazard from lead-based paint.*

adverse health effects when it is inhaled or ingested. Lead can enter the central nervous system, where it can do permanent damage. Young children are especially vulnerable because of their rapid growth and development, and because of behaviors that can increase exposure, such as hand-to-mouth activities.

According to Susan Drozd, researcher at ERDC's Construction Engineering Research Laboratory (CERL), "Most lead from these coatings enters the body via paint chips or particles formed when the paint peels or cracks off of surfaces."

While completely removing LBP from housing is one option for abatement, long-term research by CERL and EPA has shown this to be a last-resort choice in most cases. For removal, buildings must be evacuated, containment and worker protection put in place, and waste paint captured, hauled and placed in a hazardous waste landfill – all at a very high cost. When possible, in-place management and encapsulation are preferred.

Two years ago Barcinas asked CERL to test and recommend the most promising commercially available encapsulants. "We

were starting a program to stabilize all of our family housing and reduce the health risk to occupants," he said. CERL applied products on three housing units and assessed their performance using criteria such as wear and adhesion.

"Encapsulants are elastomeric coatings, which are heavier and more durable than regular paint systems," said Drozd. "They improve safety by serving as a barrier between the lead-based paint and occupants."

The Presidio has stabilized over 90% of the 1,500 units serving DLI residents. Treatment has been for exterior siding only, with indoor mitigation requirements determined on a case-by-case basis. Encapsulants cannot be used on friction surfaces, such as doors and windowsills. However, many of these LBP-containing features have already been replaced under energy-saving initiatives.

In using any encapsulants, proper surface preparation is critical to their successful performance, Drozd said. Blistered or loose paint must be scraped off and wiped clean – the type of preparation needed for any repainting job. It is important to find a

## Contracts for encapsulation work

CERL currently has three active Indefinite Delivery-Indefinite Quantity (IDIQ) contracts in place with companies that can apply encapsulants to stabilize lead-based paint. If you are interested in using one of these contracts, CERL will work with you to develop a scope of work and in-house contracting specialists will prepare the documents. Funds to cover the contract are transferred through a MIPR.

*For more information, please contact Susan Drozd at (217) 373-6767, e-mail: Susan.A.Drozd@erdc.usace.army.mil.*

PWD



# Problems at Fort Tank—a Joe Sparks adventure

by Ron Mundt

The new adjustable speed drives at Fort Tank had been installed to replace the old air handling fan motors in the main administration building. The old motors were a constant source of maintenance problems—with overheating, bearings freezing up, contactors not operating correctly, controls breaking down, etc. In addition, many of the compressor and pump motors had been replaced with higher efficiency types.

Joe Sparks, the installation's electrical engineer, was glad to see new "high technology" electrical equipment installed on the post. Fort Tank very seldom received funding for electrical upgrades.

After six months, there were complaints from the maintenance personnel that many of the motors were running extra hot, especially the ones off the same motor control center as the adjustable speed drives. Some of the new motors began to fail, greatly affecting the ambient air climate within the building. This generated a great number of complaints since it was the middle of the summer.

The electricians were constantly monitoring the building voltage, since low motor voltage is a "sure fire way" to quickly overheat a motor. The voltage drop on all motor feeders was more than acceptable.

One night, as Joe was catching up on his files and paper work, he came across the catalogue information on the adjustable speed drives. Joe was a bit miffed. He had specifically requested higher than six pulse rectifier units for the drives to reduce low order harmonics on the system. Joe knew that a six-pulse rectifier bridge would generate 5th harmonics, and with the right conditions, that could cause the motors to overheat.

The next day, Joe Sparks connected a harmonic analyzer to the adjustable speed drive bus and discovered a large 5th harmonic component on the power line. This was what was causing the motors to overheat. As soon as the harmonic filters were installed on the system the overheating motor problem was eliminated.

Normal electrical power phase rotation is A, B, C. Fifth (5th) harmonic current has a phase rotation of A, C, B. This reverse rotation will cause a counter torque on motors resulting in overheated windings, and eventually insulation breakdown. It is important to periodically monitor your electrical power line quality, especially during large renovations. This should be specified as part of proper commissioning and /or acceptance electrical testing.



Ron Mundt

The Power Reliability Enhancement Program (PREP) is currently preparing a technical manual for commissioning of electrical systems for Command, Control, Communication, Computers, Intelligence, Surveillance, Reconnaissance (C4ISR) facilities.

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contractor skilled at this kind of work and experienced in applying elastomeric coatings (see sidebar).

"Our contractor has provided very good service. He knows what kind of work needs to be done before applying the encapsulant and makes regular trips back here to check on the coatings," said Barcinas. "The contractor can make all the difference."

Encapsulants cost more than regular paints because they are heavy-duty systems. At the Presidio, an average cost is \$6,000-7,000 per unit. In judging whether these coatings are worth the extra money, it is helpful to look at the vendor's warranty, according to Drozd. "Some of these products have a 20-year warranty when applied properly," she said. "Given the age of most buildings that have lead-based paint, it's pretty safe to assume they'll be slated for demolition in 20 years, if not sooner."

For more information on residential LBP issues, please contact Susan Drozd at CERL, 800-USA-CERL toll-free or 217-373-6767, e-mail: Susan.A.Drozd@erdc.usace.army.mil. For any paint-related questions, you may also contact the Corps of Engineers Paint Technology Center at CERL, 217-373-7237.

Dana Finney is the public affairs officer for ERDC/CERL in Champaign, Illinois.

PWD



## PDS XV— an intern's perspective

by Deborah Falkowski

Since joining the Intern Program for Army's Housing Specialist, I have been exposed to many aspects of Army housing that have been both informative and eye opening. For instance, privatization was a common word that I heard around the office and read in memos circulating around the Headquarters, when I was began my journey into the housing career field. Though I was privy to many avenues to learn about the nuts and bolts of Army housing, I was unsure of the real benefits of privatization and what it really meant to Army life. I attended seminars and meetings where discussions abounded about ways to improve housing for military folks. Unfortunately, much of the valuable information being passed along was coded in acronyms. I realized then I would not be able to understand what was being stated until I learned to speak "Army."

I did not yet realize that there was a much greater forum for information about the career field that I had chosen: the Professional Development Seminar (PDS) executed by the Professional Housing Management Association (PHMA). My first experience attending PDS was in Dallas, Texas, in 2002. Being unfamiliar with housing lingo, I still struggled to understand the in's and out's of housing. By the time the next PDS was held in February 2003, I had on-the-job training, attended classes, completed on-line-courses, as well as, worked as part of the staff in a housing office on an Army installation. I believed I was savvy by the time I attended my second PDS in Nashville, Tennessee.

Although the benefits of attending PDS are numerous, the accommodations in Nashville were nothing short of spectacular. Those of you who came to Nashville for PDS XV are nodding their heads in agreement right now. The Opryland Hotel complex had waterfalls, pools swimming with orange-speckled goldfish and lush gardens that caressed the curving stone walkways leading to the many amenities available at this

magnificent complex, as well as to the conference hall and numerous meeting rooms.

On the first Monday, I attended the all-day seminar hosted by the Army's Residential Communities Initiative (RCI) team and their invited guest speakers. The light finally came on for me at the end of that day. It was easy to see what privatization had accomplished at individual installations. Military housing has been maintained, upgraded, redesigned and communities planned out to enhance living conditions for military families. We are all working as a team towards improving life for our military members, so that they can accomplish their missions, without worrying if their families are being well taken care of. Our mission is to make this a reality.

The workshops we attended on Wednesday were very enlightening and helpful. Instructors explained BAH rates, progressive methods to stay organized and dealing effectively with teams. Motivational speaker, Mark Towers, gave one workshop that was talked about with great enthusiasm. He was informative about managing change, as well as, entertaining due to his great wit and sense of humor. It was a welcome break to laugh together with others, while learning motivating techniques to deal with an ever-changing environment. He passed on his ideas of how to counteract stress in the workplace and how using humor can replace negativity with positive attitudes.

Mr. Towers was also the keynote speaker on Tuesday. He taught strategies and techniques to dispel uncertainty and fear when change is the only constant of life. Individuals in any career field can become negative and unable to make positive moves. Frozen where they are, they cease to explore new paths. One of my favorite quotes is by Abraham Lincoln; "I have been driven many times to my knees by the overwhelming conviction that I had nowhere else to go." Mark Towers said one must con-



Deborah Falkowski

stantly reinvent oneself to adapt to social, family, and work life demands.

Besides the many classes offered by PHMA, there was plenty of time to socialize and meet housing folks from all over the U.S., Europe and the Pacific. Participants from all Services can share experiences and housing war stories. People regaled each other with harrowing stories of housing mischief and what was being done to right these wrongs and set things back on track. It was a time to make new friends and job contacts. This was the opportunity that this intern was looking for and found at PDS. My expectations were met. I uncovered career possibilities that I would not have found otherwise.

The next PDS will be in Denver, Colorado. If you attend, you might be as fortunate as we were in Nashville to be entertained by the new Director of the Army's Privatization Team, Don Spigelmyer. We found out that he is not just another pretty face, but a talented singer and musician. I look forward to meeting you at PDS in Denver. Hooah!

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PWD



# PHMA conferences impact team building

by Marianne Winch

Professional Housing Management Association (PHMA) conferences significantly contribute to the important evolution of military housing. Over the past two decades, the Army housing leadership has made great strides to properly position the elite, and dedicated Army housing workforce to face the many challenges of the 21st Century.

PHMA conferences have become an important tool in order to keep pace with new demands and to continue serving the military housing community. PHMA conferences not only provide an information network, but also present the opportunity to experience the camaraderie, customer orientation, and team-building abilities of the dedicated Army housing professionals worldwide.

Upon joining the Army housing team and prior to my conference participation, I quickly observed three key qualities of my housing co-workers. First, everyone welcomes change when it benefits the customers. Second, everyone accomplishes everything possible to help each service member and their families and finally, we work as a team.

At the time, it was not recognized as team building, but it certainly existed and has continued to gain momentum. Since I joined Army housing, I have had the opportunity to participate in two PHMA conferences. Each has identified and reinforced team building as crucial to the success of military family housing.

During this year's PHMA Conference, two speakers emphasized and inspired the housing professionals to focus on team building and to carry their experiences to another level, to 'raise the bar.' Mr. Barry Singer presented "The Power of Teams When Budgets are Tight" which was centered on turning individuals into winning and successful teams. He emphasized the need to continue team/consensus building, create an atmosphere of trust, and mini-

mize stress in a fast paced organization as well as the need to stay focused on all goals. The remarks of the keynote speaker, Mr. Mark Towers, an expert in change management and the development of positive strategies, reinforced the already

inspired housing professionals by assisting them to continue looking forward to achieve goals while staying grounded and connected. Both speakers encouraged conference participants to be interactive and refresh their enthusiasm of teamwork, which will ultimately result in exceeding customer expectations.

Military housing customers not only see the benefits of PHMA conference team-building efforts in the customer service arena, but also gain technological advances as a result of the teambuilding.

The PHMA conferences have significantly impacted the evolution of Army housing in its progression from decentralized manual systems to the centralized Housing Operations Management System (HOMES) system. They now face the challenges in a web-based environment, which fully supports the President's e-government management agenda.

At the 1998 PHMA conference, the foundation was laid for a successful deployment of HOMES at 104 installations worldwide. Army housing has recently repositioned itself effectively to shift its focus



Geert-Jan Hendriks (center), PHMA Europe Chapter, receives the PHMA Deke Giles International Award for revitalizing the European PHMA chapters.

from the current HOMES system to a more efficient web-based environment. This improvement will assist Army housing staffs and leadership at all levels to better manage their limited resources with competing demands.

While many factors contribute to the overall success of military housing worldwide, PHMA conferences provide an opportunity for professionals to refocus on their missions. Even though mission statements may vary between teams, all include quality customer service. Attendance at a PHMA conference equips housing professionals to effectively manage the ever-changing technological demands. It revitalizes the dynamics of the team so that the workforce can not only meet, but also exceed customers' expectations.

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**PWD**





# Double duty at PHMA

by Pat Robinson

Since 1990, I have attended numerous Professional Housing Management Association (PHMA) conferences. My being in charge of the Housing Operations Management System (HOMES), as coordinated with the Army Housing Office, had a lot to do with why I attended, but I also had a personal mission. Every year, I eagerly looked forward to interacting with people I had visited or spoken to on the phone, anxious to learn more about their work, hear their opinion of the system, know what bug fixes they found, and just say hello to friends.

But, with all of my excitement about attending this conference, I somehow forgot about the torture I experienced at the previous conference(s) when most of these same people were not happy with HOMES. They wanted a status report on "specific" bugs reported to the help desk. There were too many steps to perform a function and too many fields on a screen. They wanted enhancements "now," and they demanded to know why their help desk call was not returned immediately. And that's just a sample of their complaints.

From all this, my personal mission at PHMA had been fulfilled and I saw at least one person from most of the HOMES sites in attendance. I felt educated about what they wanted, how they wanted it, and how important it was to them. I trained many, using my laptop, on how to correctly perform a function and I had some recreate problems they had experienced in their offices. But, before the conference ended, I began closing out tasks on my long list, because I was also in charge of the HOMES help desk and the database team. This advantage permitted me to report, between workshops, many answers and resolutions.

Every year, I departed PHMA happy that I had attended but totally exhausted. It was important to me that their frustration and anguish were never personal. It was business. They needed system support and I was the focal point for providing it.



*Pat Robinson (right) discusses HOMES with Lisa Peterson and William Peart.*



*PHMA members from the U.S. Army Europe delegation enjoy the PHMA Banquet.*

Since the PHMA conference in 2000, I now reminisce sadly about being introduced on Army Day. This only let everyone know where I was sitting, and during breaks, they swarmed towards me like bees to honey expressing problems and desires, many talking at the same time and me patiently responding and diligently adding to my already long list.

I also reminisce about the days when I could never attend a workshop without someone coming to sit beside me to discuss HOMES. We worked so very hard, but they never seemed happy with the fruits of our labor. But the calm after the storm has arrived! HOMES has come a long way. It began in 1982 and I think it has to be the most mature housing system in the DoD. It



# Motivating employees to participate in training

by Sharan Dockery

In a perfect world, employees would flock to training sessions out of a genuine desire to be there. Rather than merely showing up and filling the chairs, they would arrive willing and eager to learn.

In today's workplace, however, training programs must clear a few barriers to get people into the room. With the feeling of productivity pressures, employees and their supervisors may view training as wasted time away from the job. As they see it, going to training one day means working harder to catch up the next day.

So how do you motivate your employees to participate in training? First, you must examine a more fundamental question. That is: How do you create an environment in which employees value training?

That's quite a different approach from saying, "How do we motivate people to participate in training?" One is almost a precondition for the other. If you don't have a workplace environment where people value training, it's hard to motivate them to attend in any sustained way. If you do have that sort of culture in your workplace, then motivation takes care of itself.

Before employees can value training, management must do so first. That connec-

tion seems obvious, but, all too often, management fails to truly value training, even though they say they do. Some managers, for instance, view training as one more employee benefit, like parking spaces or use of a cafeteria. For them, training becomes just another overhead expense.

A far better approach is to model the behavior you're trying to instill. If supervisors place themselves in learning situations, chances are, so will their employees.

An organization should also demonstrate that it values training by recognizing employees who complete educational programs, such as the certification programs being offered by PHMA (Professional Housing Management Association) and IREM (Institute of Real Estate Management).

Once a pro-learning environment is established, the next step is to build motivation into the training itself. That starts with making training relevant, so employees can see how it will help them.

It's a tendency for organizations to place training onto people, instead of finding out how people feel about the training topic. Managers need to follow up on the courses being taught by checking to see if

what is being taught is needed, and if the trainees have bought into it.

Timing also is critical in motivating employees. Major training flaws that kill employee motivation include: it's boring, it's not obvious what "the need" is in what you're being trained to do, and employees are being trained in what the organization needs, but not when the organization needs it.

When training has clear benefits, employees will naturally gravitate toward it, and those benefits should work three ways. Training should further the employee's career goals, help the organization meet its goals and enhance the organization's odds for success.

Training your workforce can improve your bottom-line.

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has evolved into a very user-friendly system, and is easy to learn if one knows the housing business. Also, help desk calls and query requests are turned around within 2 days on average, and people tell me that they like the system.

Although I miss the frequent meetings on the way to PHMA workshop/sessions, and being swarmed, I continue to depart with a list of concerns on field user interests— using HOMES during privatization, a few HOMES comments, the future web housing system.

In addition, I listen to concerns about future employment in housing. But, the panic is not there because the calm has really arrived for HOMES. People mostly stop by to say hello!

I am a PHMA member (again) and attending the annual conference continues to be one of the most rewarding events in my professional life. Although every year I look forward to seeing HOMES field users, I can now sit attentively in workshops and sessions, learn about current and future changes in housing policy, and get the broad perspectives that are provided by the panel sessions. I get it all during PHMA.

I am a technical "weenie," but when hired in 1985 to work on HOMES, I stated that I wanted to learn about the business of housing. This has fueled my devotion to attending PHMA as I enhanced my housing knowledge and, of course, got to see the HOMES field users all in one location.

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**PWD**



## Expectations of a learning organization

by Alexandra K. Stakhiv

The 7th annual USACE Workshop held in conjunction with the 17th annual Black Engineer of the Year Awards Conference was again held at the Baltimore Convention Center on February 13, 2002. Each year this training workshop just gets bigger and better.

Chairperson Olivia Henry, HQUSACE, and her committee worked hard in the preceding months to ensure all needs were addressed down to the smallest detail—and it showed. Participants from as far away as Japan, Alaska, and Hawaii and as close as Virginia, Maryland and Washington, DC, mingled easily with USACE senior leaders for a full day of advice on how best to achieve and manage the careers they always wanted.

Addressing the numerous participants like Brian Crawford, a young engineer from Vicksburg District, COL Charles J. Fiala, the District Engineer for Baltimore District, set the tone for the workshop. Touching on the rapid expansion of technology and how our current skills will be obsolete in five years, he said, "We need to work on reducing the cost of our operations. You may not realize it, but the solutions to our on-going problems are inside each and every one of us. One way to share that information is to participate in this conference."

New to the program was Dwight Beranek, recently appointed Deputy Director of Military Programs at HQUSACE and Functional Chief's Representative for CP-18. Alluding to the theme of this year's conference, he asked, "What are the expectations of a learning organization?"

"As our nation grows, we have to change with it. We must learn to change but we must also change to learn," he said.

To contribute to any organization, you must first understand the organization and be able to interact with the people in that organization. Beranek sees a definite need to link the U.S. Army Corps of Engineers

with the world organization.

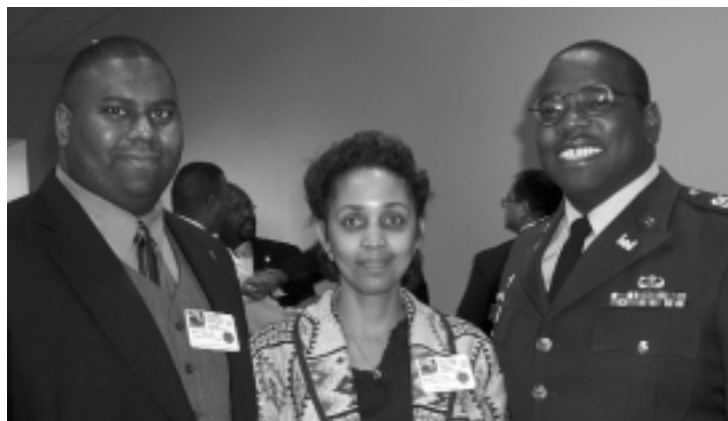
"To succeed in becoming a learning organization, it is important to work as teams," Beranek continued. "We must learn how our organization can become more effective in the world environment.

We must learn as a team how well we are facing the terrorism threat and how we fit in."

Before introducing the Chief of Engineers, MG Carl Strock, Director of Military Programs, explained what he saw as the workshop's hidden agenda—a commitment to excellence. "We brought the best people in the Corps here today, so that we could showcase our best side for you," he said. "We want to showoff the talent we have in USACE and, at the same time, meet many of the young people interested in science and technology."

Strock also emphasized the three parts of the chief's vision—people, process and communication—stressing the missing element of success not shared. "Problems get solved somewhere by someone and no one knows anything about it," he said. "We have developed the Learning Advisory Board to help us get at how we can approach learning in this organization in both formal and informal ways. Experience plus knowledge equals excellence," Strock concluded.

After recognizing the USACE winners of the Black Engineer of the Year Awards (see article on page 38) and recognizing the Corps heroes (see article on page 36), LTG Bob Flowers, 50th Chief of Engineers, asked several questions, as is his tradition. For example, he stumped the audience with



(L to R) Alonzo Ellis (TAC), Margaret Jones (TAC), and LTC Tyron Allen (Japan District) discuss the attributes of a learning organization.

"Why was February chosen for Black History month?" and "How many civil engineers are there in the Corps?"

He then moved on to explain how the U.S. Army Corps of Engineers is transforming. His vision slide showed the big picture, and how, as a learning organization, the Corps is empowering its people, changing its business processes and improving relationships with the Congress and its customers.

"Everyone is in my Rolodex," he said. "Everyone in USACE should have an individual development plan (IDP) to have all the skills and training that we need to be all that we can be."

Flowers re-emphasized the need for better stories about USACE in the news using our six communication principles. "Basically, this means we must communicate early, a little more often, be more open and do what we say we're going to do," he said. "We have to do a better job of communicating our own message and leverage our friends and partners to carry our Corps message."

The Chief also urged Corps employees to talk about their contributions to national security and help to Kuwait, pointing out that former Director of Military Programs BG Hawkins is in Kuwait right now. "The Corps contributes in three major ways," he



*Participants from various parts of the U. S. had plenty of opportunities to network.*

explained— security, economy and environment. Flowers also showed how the Corps fits in the area of security at the Department of Defense, how the Corps provides an \$8 return for every dollar invested and how 20 percent of the Corps' program involves environmental restoration.

"When I leave, I want the Corps to be a learning organization that is one team capable of operating virtually," Flowers concluded. "We need to have recognized experts in any given field. Knowledge management can help us tie into expertise and to collaborate with others within and outside the Corps. Wouldn't it be nice if you could leverage the expertise of all the others in your field within the Corps?" he asked.

"We have started putting teams together and now we are cross-functional PDTs aimed at horizontal and vertical teaming throughout the life of a project. We hope to reach a greater community of practice, which will include academia and other agencies as well as industry and most importantly, our customers/partners. We hope to bring them all into our PDT to include the rest of the Corps. We are working globally."

Over the last few months, Flowers has had a team working on the USACE 2012 Future HQ and Division Design Study to help transform USACE into a more efficient and more responsive organization. "We have changed in the past in response to our changing situations, and we can and will do so again," he said. "A team is collecting comments to figure out what steps are necessary to accomplish our mission more effi-

ciently in the future. For the districts, this will mean better resources; for HQ, greater communication. We are putting PMBP into practice at HQ."

The Chief concluded with a slide show depicting Corps employees at work all over the world.

One of the questions posed during the Chief's subsequent town hall was, "How do we capture lessons learned?" "Go to Knowledge Management and tie into the system— names, experience, lessons learned," Flowers responded. "We are constantly improving and adapting to our environment—look at Kuwait. We are better than we were five years ago, but not as good as we will be five years from now as far as technology goes. We need to continue to make the investment in newer and better tools."

Another question was, "What do we have to do to get others to talk about us the same way we do?" The Chief's response was, "In the old days, we tried to convince others that our solution was the right way to go. Today we keep the input coming and have more preparation up front. It pays off to have consensus development. We need to communicate effectively and use all the opportunities available to create a positive rapport."

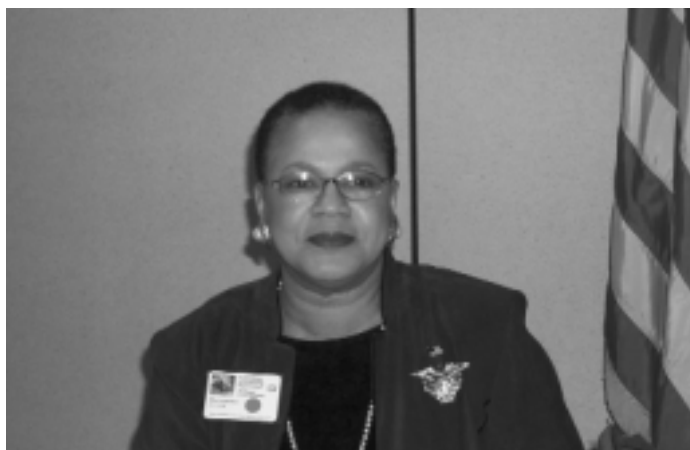
When asked if we can include annual diversity training, the Chief said, "Absolutely. We should incorporate diversity as part of our program and capture what is happening at other districts and share that with others as well."

Someone else asked, "Have we reached the level

needed to sustain a capable workforce?" The Chief answered, "No, although the median age is now under 45. People have been retiring and we have been bringing new people on board. We are developing relationships with colleges to attract young people and offering incentives as well. For example, we can provide immediate offers of employment at this conference. We are encouraging "comeback" kids and casting our nets as broadly as we can. There is great strength in our diversity. You do not have to join the Army to become a part of the Corps."

But not everyone had a question. Joseph Raoul of MVR commented on the Chief's "stellar" performance over the last two years. He thanked him for his support of diversity and for "instilling in us dignity and a sense of respect." Raoul also recognized Kristine Allaman, Chief of USACE's Installation Support Division, and Dwight Beranek for their many positive contributions to diversity. As a separate aside to the workshop participants, Raoul pleaded, "Do not look at yourself as a black engineer, but as an engineer who happens to be black. Spend your time becoming the best engineer you can be," he concluded.

"Dreams come true" was the title of Kristine Allaman's down-to-earth, interactive presentation. Stressing how the path to success is paved with goals, IDPs for a whole life plan, and choices, she said life is all about change but growth is optional. You have to decide where knowledge and skill will meet opportunity. ➤



*Olivia Henry, HQ USACE, served as the program manager for the workshop.*



(L to R) Mohan Singh (NAD), Mike Bevins (Seattle District), and Frank Oliva (POD) catch up during a break.

"In the old days, the organization was everything," she said. "Today, we branch out more to achieve a balance in life. She recommends the "Goldilocks" approach where "our goals have to be just right" as our careers take several directions—entry level, specialist journeyman and leadership/management.

Citing author Edgar Schein's career anchors—technical competence, general managerial competence, independence, security/stability, entrepreneurial creativity, service/dedication to cause, pure challenge and lifestyle—Allaman talked about the skills, certifications, and education needed to succeed in today's world.

"We all need to take the time to self-reflect," she added. For inspiration, Allaman provided her favorite quote—"In times of change, learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists."

In other words, take full advantage of all the resources available to you, including training and mentor/role models.

"Find out what you've got and figure out what it is you need to get to where you want to be," she said. "So do your research and determine your inhibitors, but always make sure your goals are on track with your family."

Mobility is crucial, said Allaman. It can be temporary or permanent. As it provides perspective and builds self-confidence, it also helps you to deal with change and at the same time creates opportunities for advancement. "Remember that learners rather than the learned are created through mobility," she said.

Quoting one of the first female SESs from the 1950s, Allaman said, "A turtle only makes progress when he sticks his head out.' Push yourself out of your comfort zone.

An organization can learn as a body, but we must learn as individuals to make that happen."

Bill Brown, who retired last January after 37 years of public service, was the luncheon speaker. "It is important to be first," he said, "but it is even more important not to be the last." To succeed, we must challenge, perform, excel and remember to "reach back" and help others, he said.

Brown recently founded the AAFEA (African American Federal Executive Association) with the overarching goal of getting more African Americans into the Senior Executive System. "Since our founding last year," he said proudly, "several things have happened. We have already met with Kay Cole James, Director of the Federal Office of Personnel Management (OPM), and obtained her support for a round table of minorities to identify problems and solutions, mandatory training for selecting officials, holding systems accountable for diversity, and placing more emphasis on ethnicity."

Brown's parting advice, "Learn from our past and present, take advantage of every opportunity you have in a learning organization, and you will be well prepared for an uncertain future," was greeted with a standing ovation. ➤



BG (P) Ronald Johnson chats with J.W. Washington, HQ USACE.



*"Here are a few **TIPS** for you to take back: Talk to your people and keep them Informed by providing the big picture. Be Predictable and Sensitive to the circumstances of those around you," said BG Robert Crear, Commander, Southwestern Division.*

The afternoon panel was designed to address audience questions about specific problems and encourage an on-going dialogue on issues relating to career development and advancement. Chris Hinton-Lee, Chief of Engineering at the Transatlantic Programs Center, and Chairperson for the panel, asked each panel member to explain what a learning organization meant to them.

Pat Rivers, chief of the Environmental Division at HQUSACE, explained that a learning organization "learns" from experience and enables increased motivation while empowering culture. "Its focus is on developing organizational competence and creating the ideal future through a dialogue with its shareholders, and as such, is culturally aligned with the ideal future," she said. Thus she sees a connection between the objectives of the USACE campaign plan and the learning organization initiative.

Frank Oliva, Civil Works Program Manager and Technical Director of the Pacific Ocean Division at NAD, encouraged participants to "fail forward or learn from failing."

He stressed the need for sharing our experiences and used himself as an example. He recalled how, as a new employee, he needed help on a particular project and found that something similar had been done at another district. He went to visit there and got the full benefit of their experience and so could avoid any mistakes they had made.

"We need to take the time to talk with others about what we're doing," Oliva said.

"Reap what you sow!" said Sheila Dent, Chief of the Civilian Personnel Advisory Center at HECSA. Dent sees the ability to remain flexible as the single most important thing in today's world. She used the recent changes in the human resources community's modus operandi as her example.

"It is very different for us not to be the drivers of the train," she said. "We had to learn to give away our knowledge so you as employees and managers could become more effective in carrying out your daily functions as we go about finding things that can help you do your missions better and faster. As a result, you can log on yourself and check on when

an employee's step increase is due and not have to ask one of us to do it for you. We have shifted our way of doing business so that you can move faster in hiring replacements and new people."

Bill Dawson, the new chief of the Planning Division at HQUSACE, told the audience that "You need to really care about the results you're going to produce," he said. He gave the example of Michael Jordan who was dropped from his high school basketball team because his results weren't good enough. Instead of giving up, Jordan sought out his friends and family as well as his teachers and coaches to help him improve. "I think he's going to make it," quipped Dawson.

Dawson also advised talking with people you are having a problem with, because only then, can you resolve your differences and move on.

Dawson also stressed the need to care about the cultural mix in the Corps. "We are serving the people of this country—nobody else can do what you do," he said. "Every day we must seek to improve our own environment. The Chief of Engineers gave you all the keys to the kingdom with his 'You do it' card."

BG (P) Ronald L. Johnson, Commander of the Pacific Ocean Division, spoke last. He advised everyone to keep a list of the things they don't know so that they can move them up to the list of things they do know. "It's the things that you don't know you don't know that will always get you in trouble," he said.

"You never want to know where you max out. You always want to be able to do a little more," Johnson cautioned the work-



*Kim Dailey (right), HQ USACE, introduces panel chairperson Chris Hinton Lee (left), (TAC).*



## USACE heroes recognized

During the 7th Annual USACE Workshop held February 13, 2003, Chief of Engineers LTG Bob Flowers recognized USACE heroes for their outstanding efforts in the fields of science and technology and their help to others. Each hero was presented with the Chief's engraved coin.

### **Donn L. Booker—Project Manager, Transatlantic Programs Center.**

Donn embraces PMBP with all his projects. His "can do" attitude is contagious to his team members, making nothing too difficult to accomplish. He has the big picture vision and the drive to keep his teams focused on the overall objective. Donn always gives credit to others for their individual contributions, and because of this, he has earned the respect and admiration of his peers and supervisors alike.

### **Olton Swanson— Chief of Engineering, Alaska District.**

Olton leads and manages a staff of 160 multi-disciplined engineers, scientists, and support staff. During the past 18 months, he has instituted an awards program that allows Alaska District staff to recognize their peers for their skill in working as teams in addition to technical excellence. He focuses on developing positive working relationships inside and outside the Corps community.

### **Tyrone Crear— Area Engineer, Detroit District.**

Tyrone manages all on-site activities for a \$5.5 million O&M program and oversees a group of 40 professional, technical, and line

staff. He is an integral member of the District's partnering team and a primary focal point for customer and contractor relations. Tyrone has also played a significant role as Special Emphasis Program Manager for the Detroit District.

### **James E. Hathorn, Jr., Hydraulic Engineer, Mobile District.**

James has consistently broken new ground in the area of reservoir system modeling. His strong moral character and sincere positive attitude have greatly contributed to a sense of trust and mutual understanding between the Corps of Engineers and three southeastern States in intensive negotiations involving interstate water use.

### **Sam Bates, Technical Specialist, Southwestern Division.**

Sam oversees the QA of hydrologic/hydraulic engineering work in the four districts of the Southwestern Division. He is recognized not only for his outstanding professional performance and exceptional ability, but also for his involvement in numerous community activities, locally and nationally, where he promotes the Corps of Engineers and the engineering profession as a volunteer and community champion.

### **Blessing F. Adeoye, Architect, CERL.**

Blessing works at the Construction Engineering Research Laboratory both as an architect and as the Black Employment Program Manager. His research work includes methods to predict the impacts of new technologies in terms of time, cost, and

schedule. In his spare time, he is also pursuing a Ph.D. in Human Resources Development at the University of Illinois.

### **Warren Cheek, Architect, Europe District.**

As a key architectural leader on the Germany-wide Barracks Renovation Team, Warren leads multi-disciplinary teams to exceptional success in USAREUR's most visible and volatile program. He balances this professional life with dedicated attention to his family and leadership in children's sports and his Church congregation.

### **Gezahegne Assegid, Civil Engineer, New York District.**

Gezahegne is a genuine asset to the Corps as demonstrated by his performance on the New York Harbor Project Delivery Team and as a member of the Temporary Housing Planning and Response Team (PERT). He deployed to the Houston area in the aftermath of Tropical Storm Allison where he was instrumental in identifying several sites for emergency construction of temporary housing.

### **Vikki Gross, Equal Employment Specialist, New York District.**

Vikki has had exceptional success in making the New York District an employer of choice for the best and brightest engineers graduating from the Historically Black Colleges and Universities. She has orchestrated numerous special emphasis programs and organized a mentoring program in the district. Vikki also serves as a mentor for local high school students, helping them to improve their schoolwork and realize their personal goals.

*(continued from previous page)*

shop participants. "One of the best things you can do to get ahead is to find yourself a mentor, someone who has a similar career to the one you would like to achieve," were his parting words.

Wrapping up the workshop, Olivia

Henry encouraged participants to "Always seek to improve, help someone else, look the part, surround yourself with people who can help you and, above all, learn, learn, learn."

*Alexandra K. Stakhiv is the editor of the Public Works Digest.*

### **Answers:**

*February was chosen as Black History Month because it coincides with the birthdays of Frederick Douglass and Abraham Lincoln.*

*There are 5,635 civil engineers in the U.S. Army Corps of Engineers.*

**PWD**





# Reasons for attending USACE Workshop not so different

by Alexandra K. Stakhiv

This is the fourth USACE Workshop I have attended and I was surprised at how many new faces there were. Seated next to me was Brian Crawford, a computer engineer intern from Vicksburg, Mississippi, and winner of one of the Modern-Day Technology awards.

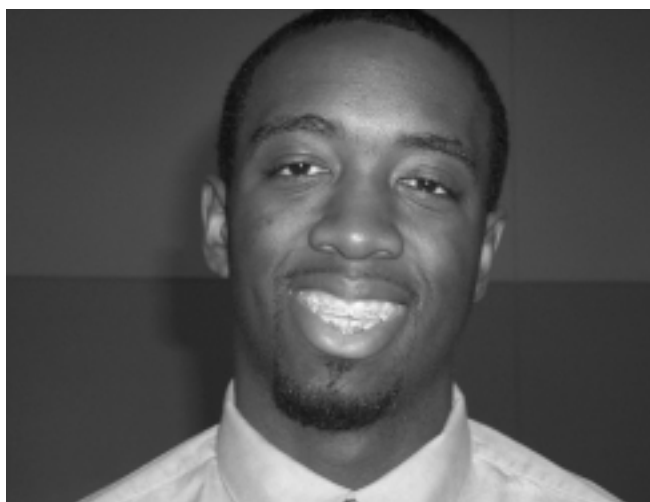
A graduate of Mississippi State University, he has spent three years in the Corps' career development program as a systems/network administrator. Crawford got his job through a career fair, where his current boss interviewed him on campus and offered him the job on the spot.

"My job has exceeded all my expectations," said Crawford. "It has allowed me to really grow in my area, expanding my knowledge and keeping me up-to-date with the constant changes and improvements being made in computer technology. I feel like I'm on the cutting edge, and I never imaged I would have that luxury in such a small town as Vicksburg."

Today, Crawford helps to maintain servers and libraries as he provides data storage and backup for the Corps. He was at the workshop to learn about more opportunities with the Corps in other areas and other locations and to network with the senior leaders from those areas.

During one of the breaks, I also met Blessing Adeoye, an architect with CERL for 12 years. "I jumped at the chance to work at CERL because of the myriad of possibilities to conduct research here," Adeoye said enthusiastically. He is currently working on improving construction and design processes. Adeoye said he enjoys working in CERL's team environment, because if there's a problem, he has access to different types of engineers appropriate to the subject matter. He hopes to reduce the amount of material consumed during deployments and thus reduce cost while making the deployments more effective.

"I am grateful to the Corps for helping me to get my master's degree in technology



Brian Crawford, Vicksburg District

education," Adeoye said. He is now close to completing a doctorate in human resources education at the University of Illinois. "In my Ph.D. dissertation," he continued, "I am exploring the relationships between national cultures and the usability of e-learning. I hope to explain how people from different cultures learn in different ways on-line and to identify what those ways are."

Adeoye is also looking for ways to improve on-line tools for all cultures. He thinks his research will be valuable to the Army and all government agencies in getting the full benefits of all on-line training tools.

When asked his reasons for attending the USACE Workshop, Adeoye said he came "to learn, to network, and to contribute." Having attended this workshop twice before, he knew that there would be a diverse crowd of professionals present and he wanted to learn what the other folks are doing.

"I knew that being able to network with other Corps employees would help me to expand my horizons and increase my list of contacts. I also looked at the workshop as an opportunity to share what I do and hopefully to help someone else," he added.

Adeoye was pleasantly surprised when the Chief of Engineers, LTG Bob Flowers, recognized him for his efforts, presenting him with a coin symbolic of his work in helping others to excel.

I met Adeoye once more time at the conclusion of the workshop and he said he was leaving "more educated, more inspired, and more challenged." Now that's the kind of response that all workshop organizers would like to get!

PWD



Blessing Adeoye, CERL



## Winners of Black Engineer of the Year Awards

Each year, the Black Engineer of the Year Awards Conference presents major awards in various categories relating to science and technology. This year, five Corps employees were recognized for their outstanding achievements in these fields.

While all the winners were formally recognized at a special awards banquet during the conference, Chief of Engineer LTG Bob Flowers provided his own special recognition during the USACE Workshop in Baltimore, Maryland, on February 13, 2003.

BG (P) Ronald L. Johnson, Commander, Pacific Ocean Division, was the

winner of the Professional Achievement in Government Award. A West Point graduate, he was chosen for exemplifying "a caring leader who makes extraordinary effort to mentor and guide soldiers, cadets and civil engineers." Calling BG Johnson "one of my heroes," LTG Bob Flowers, U.S. Army Chief of Engineers, said he most admired him for "reaching back and helping those behind him."

The following Corps personnel were selected by the conference panel as winners in the Modern Day Technology category. They were recognized for their contribu-

tions to and impact on the community as well as for continuing to foster career opportunities for people in engineering, science and technology.

**Brian Crawford – Vicksburg District**

**Timothy R. Brown – Jacksonville District**

**Ray Hall – Chicago District**

**Craig Boles – Savannah District**

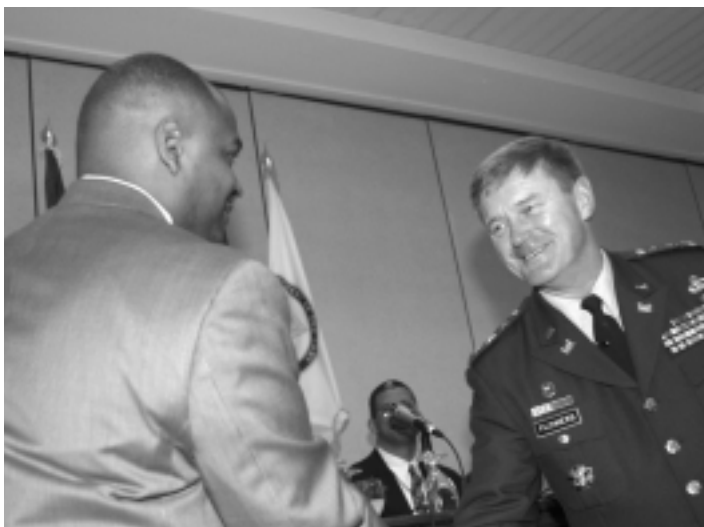
Congratulations to all the winners!



*BG (P) Ronald L. Johnson*



*Brian Crawford*



*Timothy R. Brown*



*Ray Hall*

*Photos by F.T. Eyre*



## George F. McKimmie: Chief, Army Housing Division, OACSIM

George F. McKimmie is no stranger to the complicated world of housing on military installations. Since the late 1970s, he has held senior positions in this field with the Army and the Navy, both in Europe and the United States. It didn't happen overnight; McKimmie had to work hard to learn the entire spectrum of the housing business.

In 1971, McKimmie graduated from Old Dominion University in Norfolk, VA, with a Bachelor of Science degree in Business. He began his professional career by performing basic housing management/real estate functions for the Atlantic Division of Naval Facilities Engineering Command in Norfolk as he continued his education at Old Dominion taking graduate courses in Urban Studies.

In 1976, he moved on to become the primary on-site geographic housing management/real estate specialist in Naples, Italy, in a branch office of the Atlantic Division Naval Facilities Engineering Command. Since his responsibilities included lease negotiations for Commands in 12 foreign countries in Europe and Africa, he was often required to brief two- and three-star level Flag Officers on the housing program. "This was my first exposure to living overseas," said McKimmie. "It was an adjustment, but I quickly adapted to Italy and its wonderful cuisine!"

McKimmie graduated to Housing Branch Chief, VII Corps, in Stuttgart, Germany, in 1978. This included setting and carrying out the housing policy for 15 military communities and 10 sub-communities. "Most people complain when they have to care for their own homes, and here I was responsible for 15,000 government units and 17,500 on the economy," McKimmie reminisced. "I had to rely heavily on my staff to perform the many functions associated with housing management as I learned the in's and out's of the trade."

He was a quick study. By 1980, McKimmie was the Housing Director of the Hanau Military Community in Germany, managing an inventory of 3,000 government

houses and 4,100 on the economy. "I had a staff of over 100 personnel and a \$10 M annual budget to cover five geographic offices from Buedingen to Aschafensberg," said McKimmie. "Most of our problems centered on trying to house families on the economy."

A year later, McKimmie returned to the U.S. to become the Director of the Housing Northern Division of the Naval Facilities Engineering Command in Philadelphia, PA. "Housing in Europe is not the same as in the U.S.," he said. "As one of five Navy regional Housing Directors, my responsibilities included managing 40 field activities with 12,500 housing units. The \$85 million annual operating budget was a lot more than I was used to. It helped me absorb the Chesapeake Division's functions and restructure the housing program at PWC Great Lakes, SUBASE New London, and the Naval District of Washington."

McKimmie's next job came in 1985 in Norfolk, VA, where he was the Director of the Housing Atlantic Division of the Naval Facilities Engineering Command. This time he had 36 Navy field activities and 14,000 houses located in Europe, the North Atlantic, the Caribbean, and Virginia, and the budget increased to \$110 M. "It was difficult at first because this was the first time I was responsible for everything housing program management could possibly entail," McKimmie explained. Nevertheless, he managed to award the initial Section 801 housing for 300 units in Newport News, VA, revamp leasing programs in the United Kingdom and Italy, and execute major rehabilitation projects for houses at Guantanamo Bay and Roosevelt Roads in Puerto Rico.

In 1989, McKimmie returned to Europe, becoming the Chief of Army Housing, in Heidelberg, Germany. Over the next decade, as the housing program there peaked at 64,000 units with an annual budget of \$634 M, McKimmie reshaped it to 32,000 units with a budget of \$403M.

"During my tenure, we transformed a 40% shortfall in available housing to 90% availability by retaining approximately 65% of the budget in the face of a 70% troop reduction," he said proudly. "Before I left, we also

launched a \$1.7 B modernization program for 17,000 units."

Since August 1999, McKimmie has been the OACSIM's Chief of the

Army Housing Division, the primary Army Headquarters Office for family and un-accompanied housing programs. He is responsible for the operation of 110,000 housing units and 162,000 barracks spaces worldwide. "My division implements housing policy for the Secretary of the Army and programs funds for family housing (\$1.4 B annually) and barracks (\$900 million annually). Our overarching goal is to provide quality housing facilities and services for all soldiers," McKimmie said.

Not one to rest on his laurels, McKimmie has held a Virginia Real Estate license since 1976, taken courses from the Institute of Real Estate Management, and completed the Naval Facilities Engineering Command Executive Institute, the University of Maryland Executive Program, and the Senior Executive Fellows Training at Harvard University. He is also active in the Professional Housing Management Association.

McKimmie's division is moving from the Humphreys Engineer Center to Crystal City, VA; but don't look for him to be at either location anytime soon. He is currently in Korea on a three-month special assignment assisting BG MacDonald, the new IMA Korea Region Director. McKimmie hopes to develop a housing program that will make Korea an assignment of choice.

Born and raised in Virginia, McKimmie resides in Fairfax and has two daughters—Shannon and Casey. In his spare time, he enjoys cooking, hiking and college football.



*George F. McKimmie*

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<http://www.hq.usace.army.mil/isd/>

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